THE HURRICANE AND FLOOD OF SEPTEMBER, 1938

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY


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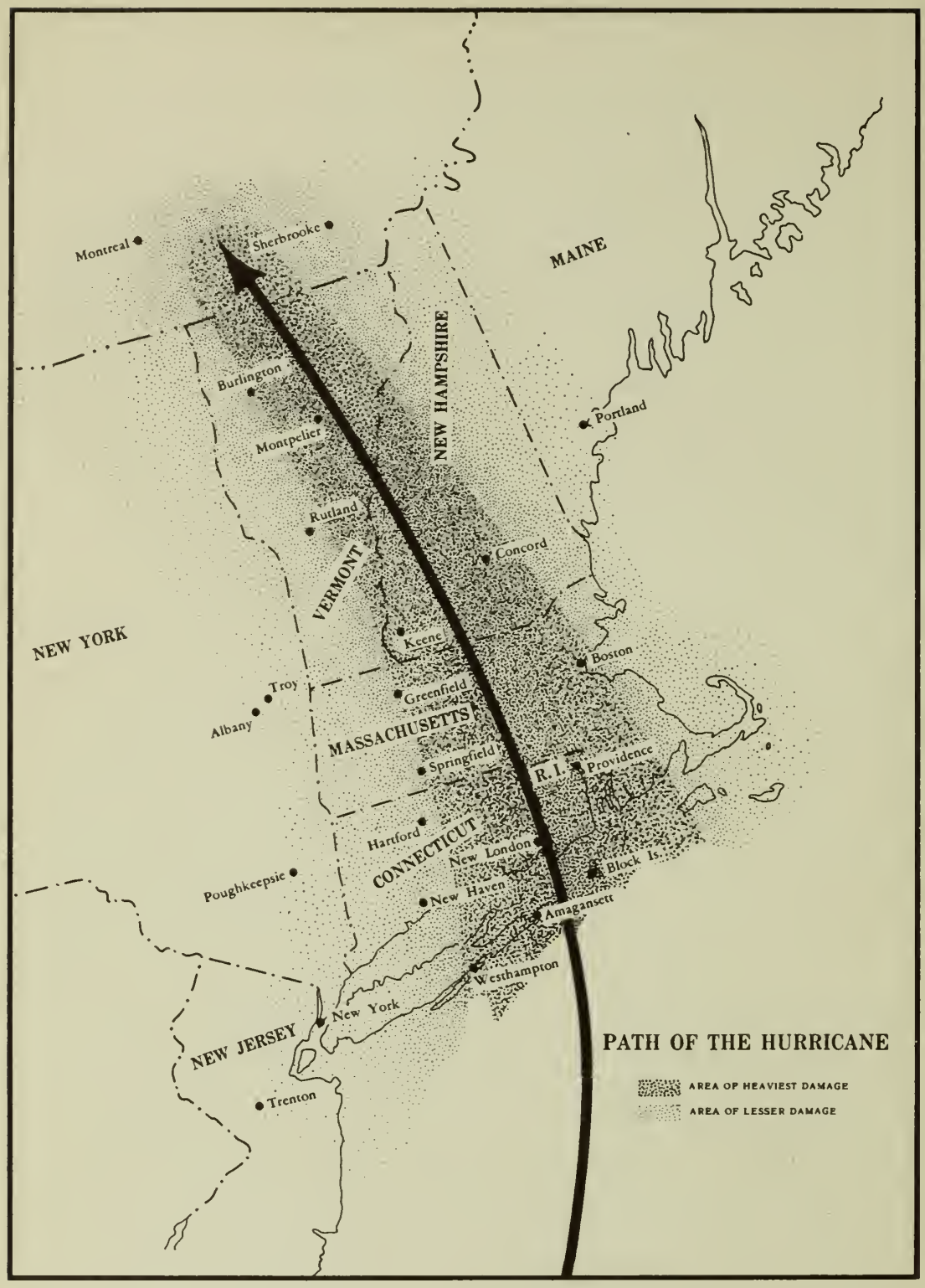
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NEW JERSEY
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PATH OF THE HURRICANE
AREA OF HEAVIEST DAMAGE
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THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY
1939

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INTRODUCTION

The hurricane of September 21, 1938, and the floods which preceded and followed, presented to the management and personnel responsible for Connecticut's telephone service the greatest problem, or rather the greatest complex of problems, that they have ever been called upon to meet.

Immediately prior to the disaster there were nearly 343,000 telephones in service in the territory of The Southern New England Telephone Company, which includes nearly all of Connecticut. By midnight, September 21, it was known that at least 60,000 of these had been silenced; the next day, and the next, as additional reports came in, the estimate grew — first to 73,000, then to 88,000. Not until much of the damage had been repaired was it possible to make a thorough check of records and arrive at a definitive estimate, an estimate which was to show that as the direct result of wind, flood, storm wave and (in New London) fire, nearly 106,000 telephones, or more than 30 per cent of the entire number served by this Company, had been disabled.

Yet even this figure, staggering as it is, fails to suggest the violence of the catastrophe, the multiplicity of the problems imposed on telephone people, and the sustained intensity of effort required to reconstruct facilities which had been damaged or in numerous instances totally destroyed.

It was in the very nature of the disaster that one problem should pyramid upon another. The wind which sent thousands of trees crashing through telephone lines toppled thousands more across lines which distributed electric power. At the same time, as power was lost, the failing of telephone circuits created an excessive drain on precious reserves of current in telephone central office batteries. That was one vicious circle, but not the only one. Just at the moment when many Long Distance as well as local talking circuits

were lost to use, an alarmed public wanted, as never before, to talk — to speed word of plans which must be changed, to place orders for supplies urgently needed for rehabilitation, to seek news of loved ones who might be endangered. Meanwhile trees lay where they had fallen; country torrents which had snapped cables had also washed out highways; bridges had crumpled. Telephone girls hastened to duty at the switchboards -- but switchboards were difficult to reach. Telephone men hurried to find the exact locations of severe breaks -- but their paths were blocked. Trucks carrying emergency power generators took to the road — but they sometimes had to travel 50 miles to reach a point 20 miles away.

We cite these instances, however, less to emphasize the immediate difficulties of telephone workers than to remind the reader that they were significant of universal disaster — the greatest in Connecticut's history. The community's need for communication service was everywhere urgent and often desperate. Girls had to reach the office. Breaks had to be located. Trucks had to arrive. There was a requirement for instant action, in the face of all difficulties, not merely to start the reconstruction of telephone plant, but to maintain and make the best possible use of those facilities which remained intact. In the wake of the hurricane lay an infinite range of human problems; for many hours, and for days in some communities, a stunned populace was to live in tension and anxiety; and the entire relationship between telephone company and telephone users could be mightily altered for better or for worse, depending upon the adequacy of the Company's performance and the degree to which it exercised good judgment, in deed and word, in dealing with its public service problem and with the public itself.

Accordingly we shape our narrative under three principal headings. The first section will sketch those measures which had to be taken most immediately. The second will be descriptive of the sustained drive toward complete restoration of service. The third will deal with the problem of informing the public as to our difficulties, our program and our progress.

I

IMMEDIATE PROBLEMS

The morning of Wednesday, September 21, introduced the fifth consecutive day of rain. Because of the excessive moisture, the overnight report of telephones in trouble showed a higher number out of service than usual, but there was not yet, in this respect, any indication of emergency. On another score, however, there was considerable cause for concern. The Connecticut River was rising steadily, and numerous lesser streams had suddenly become torrents. At Norwich the Thames advanced with extraordinary speed; from Rockville, Willimantic, East Hampton and other towns came reports that dams might soon burst; water crept into the downtown streets of Meriden, where parents had already been using the telephone to find out if there would be any school. In all these places — in fact generally throughout the state — there was heavy telephone traffic. Additional operators were being called to work and moved into exchanges where the need for their service was greatest. Girls who were driven in automobiles to Willimantic had to cross the bridge into the city on foot, since high water had closed all bridges to motor traffic. In East Hampton the central office was directly in the path of possible flood if the dam should burst, so facilities were provided for immediate evacuation in that contingency. Courageously the girls stuck to their job; and the dam held.

Toll Circuit Troubles Begin

Meanwhile toll circuits had begun to go out of service. At 9 o'clock in the morning the Traffic Engineer's office at New Haven recorded — as the first entry in a continuous log of toll circuit troubles — a report that the Southington–Bristol cable was in trouble. Sometime between 9:30 and 10 the Hartford–Providence A, B and C cables went out, torn asunder when the roaring Mount Hope River swept away a bridge in Atwoodville over which

they passed. These cables carried 77 per cent of all New York–Boston telephone circuits. Instantly it was necessary to determine, in consultation with the Long Lines department of the American Telephone and Telegraph Company, how calls to Boston and Providence might be re-routed and what circuits in other cables could be spared and "patched" together at testboards to establish new voice paths. Then through the morning came other reports: There was difficulty in reaching East Hampton or Moodus from Middletown; all five Norwich–New York circuits were out of order; nothing between Putnam and Danielson; and so on. From then on a constant check had to be maintained with operating rooms in central offices throughout the state, with Long Distance headquarters in New York and with the Plant forces who carried out patch orders. It became the function of the Traffic Engineering group to decide how available toll facilities could be most effectively rearranged; to maintain records of re-established circuits; to inform the field of emergency routings and isolated central offices; to carry on negotiations with the Long Lines so that efforts might be harmonized to make the best possible use of facilities; and to arrange when necessary for special emergency calls.

The Signals of Disaster

Difficulties experienced during the morning, however, were trivial in comparison with those which were to come when the wind blew. The hurricane struck in the early afternoon. Three hours later it seemed that a waste land lay where it had passed. Trees, falling by the thousand, smashed houses, poles, cables, cable terminals, open wire lines, loops between poles and homes. City streets and country roads were impassable. Fire broke out in New London and raged for blocks. Floods in some areas reached their peak, in others were still rising. A storm wave surged along the coast, destroying cottages, hotels, ships, docks, railroad trackage and roadbeds, human life. In the western part of the state, damage which at any other time would have been thought severe, was considered relatively slight. In the center and particularly in the east, the destruction was incalculable.

As the wind blew, "permanent" signals — steady lights in the lamps

associated with subscribers' lines on manual switchboards — appeared in front of the operators. Each one meant a line out of order. Quickly they multiplied, until the switchboards were literally ablaze with them. As quickly as possible, chief operators plugged in the jacks under these "permanents" to put out the lamps and thereby make it easier for the girls to answer other lamp signals which meant that people were trying to place calls. Plugged or not, however, many out-of-order lines continued to drain the central office batteries; and as lamp signals came in, the overhead lights by which operators worked went out. Commercial power was lost.

Action To Conserve Power

In 62 of our 79 central offices commercial power failed for periods ranging from a few hours to twelve days. Action was instantly required in two directions. First, Plant men in central offices were directed to disconnect lines "in trouble" so that the abnormal load on the batteries could be removed and batteries conserved as long as possible. This had to be done in dial offices as well as in manual offices since the effect on the battery is the same when lines are crossed or grounded, even though there is no lamp signal.

Removing the excessive load from the batteries, however, was only half of the power job. It was necessary also to supplement the reserve of current in the batteries since there could be no knowledge as to when commercial power would be restored. In 29 offices this was accomplished by securing from outside sources gasoline-driven generators normally used for electric welding, and using these to charge the batteries. Three offices employed engine generating equipment of other types. At 17 of the smaller exchanges service was maintained by augmenting the central office batteries with rented automobile batteries. In 6 offices permanently installed engine generators were available and 7 more offices, in communities where the loss of commercial power was of relatively short duration, did not require augmenting of the reserve in the regular batteries.

The task of securing and connecting emergency generators was somewhat simplified because we had a list of available equipment, compiled as a result of experience during the 1936 flood in Hartford. The Company had in fact been in the process of formulating a so-called "Major Disaster Routine," looking toward the most speedy and effective methods of meeting problems of power, heat, light, supplies and the like, and although the manifold problems caused by the hurricane went far beyond anything which had been anticipated, certain phases of the effort to meet them were simplified by this preparation.

The power problem applied also to a number of private branch exchanges which use commercial current to operate their switchboards or dial equipment. Telephone men procured and connected automobile batteries to about 20 of these.

Urgent and cooperative effort by the electric utilities resulted in restoration of regular commercial power at 27 offices within 24 hours. Nine additional offices received it in two days, 9 more in three days, 7 more in four days, 5 on the fifth day and 3 on the sixth day. At Moodus electric service was restored on the seventh day after the storm and at Lebanon on the twelfth day.

Telephone Traffic Soars

While measures were being rushed to assure adequate emergency supplies of power, the Traffic department was bending every effort to handle the unprecedented volume of calls. From a quarter to a third of Connecticut's telephones were out of order, true — but the rest were still working and people were using them as never before. Of a total of approximately 3,200 toll circuits interconnecting exchanges throughout the state, about 600 had been lost — but there were still 2,600 good ones. Even before the hurricane struck, as pointed out above, the volume of calls was large and there were extra operators on duty in numerous exchanges. Now traffic soared far beyond any previous experience — except, of course, in those exchanges where all or most of the telephones were out of service. Most of these were in the eastern

part of the state; elsewhere, and in every exchange where a substantial percentage of the telephones were still working, it was necessary to cover practically every switchboard position. Operators who were having the day off had to be called in; many came of their own accord. Calls went out to former operators also and within a few days nearly 150 former employees had been temporarily engaged.

Work at the switchboards was extraordinarily exacting. Calls came in faster than human hands and minds, to say nothing of attenuated circuit facilities, could handle them. At the local manual boards the confusion caused by "permanents" from out-of-order lines increased nervous tension. Toll operators had to search for routes since changes in toll circuit conditions came faster than arrangements could be made to inform the field of all of them. Delays were inevitable; it was generally impossible to complete calls while the calling party held the line. In some exchanges employees from the Commercial department worked in operating rooms as messengers, collecting and stacking toll tickets. Men worked as information operators; others stamped the date on toll tickets so that the operators would be relieved of one more minor task. In New London, where large numbers of people came to the office to make calls because their own telephones were out of order, the business office was run as an attended public station, Commercial department employees obtaining all necessary information on each call to be attempted and then passing the tickets to the operating room in order. Similar arrangements were effected elsewhere, all with the purpose of relieving the operators of work which could be done by others and enabling them to concentrate on the problem of actually getting calls through.

Traffic Figures

Figures on toll traffic after the storm are startling and revealing. In New London, for example, nearly four telephones out of five were put out of service. From other telephones, however, and through the facilities made available in our own exchange building, the number of calls requested was for several days actually greater than the usual number under normal conditions

with all telephones in service. Of course the number of completed calls declined sharply either because circuits were not available to particular places called or because delayed calls were canceled by the calling parties or because telephones at the distant points were out of order.

Comparable increases were recorded in New Haven and Bridgeport and in numerous smaller exchanges as well. For the state as a whole the comparison between September 20, the day before the storm, and several following days is as follows:

	Calls requested	Calls completed	% completion
Tuesday, September 20	88,400	82,400	93.2
Wednesday, " 21	141,900	104,300	73.5
Thursday, " 22	164,700	95,200	57.8
Friday, " 23	144,000	91,500	63.6
Saturday, " 24	107,800	74,500	69.1

For varying periods, mostly of short duration, it was impossible to send telephone messages to or from 15 exchanges. All of these exchanges were east of the Connecticut River and most of them were small. It was at once recognized, however, that one of the most pressing objectives of the service restoration job would be to restore toll connections between these isolated offices and the outside world. The majority of these offices were reconnected within twenty-four hours and the remainder at various intervals during the next few days.

Meeting The Threat Of Flood In Hartford

A day or two after the hurricane there came a development in Hartford which, had it not been for precautionary measures taken subsequent to the floods of March 1936, might have seriously complicated an already critical situation. Rising waters from the Connecticut River reached a level within two feet of the 1936 flood crest, which had poured six feet of water into the first floor of our Trumbull Street building. This time, however, we were prepared for a Hartford flood. A new overhead bridge between the Pearl and Trumbull Street buildings permitted easy access to the latter even though it was surrounded

by water. Transformers and power equipment had been placed upstairs, well above the 1936 flood level, and the areaway at the rear of the Trumbull Street building had also been extended upward to a height above the first floor window heads. Last but not least, wooden bulkheads reenforced with angle irons and reaching six feet above the window sills had been constructed to fit all window and door openings on the first floor.

These were fitted into position as soon as the threat of flood was made plain, and calked around the edges. When the water first reached them there was a slight amount of seepage, but soon the bulkheads tightened and effectively protected the building. Small leaks through the walls were easily mopped up. Rubber plugs in the ducts leading into the cable vault held tightly and seepage around both telephone and power ducts was discharged by permanently installed sump pumps.

The regular power feeder failed, but this possibility had been foreseen and an emergency feeder, having no open connections within reach of flood waters, provided continuous telephone power, house service power and light.

As an extra precaution all business office records were moved upstairs on Thursday, September 22, before the flood reached its crest. However, no damage was done to the business office. As soon as the water receded on Sunday the bulkheads were removed, sidewalks washed and the office opened on the following morning at the regular time.

The main basement floor, which is composed of a 14" reenforced slab and located 13' 6" below the first floor level, leaked only slightly although it was subjected to a head of 19 feet. It showed no deflection, but if the water had reached the 1936 level it might have been necessary to brace the floor or flood it to a depth of a few feet to counter-balance the outside pressure.

There were some interruptions to service in Hartford as the result of flood, of course; most of them were caused by water leaking into underground

cables. In the most important cables, however, nitrogen gas, injected under pressure, was used effectively to keep the water out. Much work had also been done to raise private branch switchboards beyond flood level and to raise or waterproof building terminals. The result of these efforts was to minimize plant damage and service interruptions accountable to floods; in Hartford as elsewhere most of our troubles were caused by the wind.

Surveying The Damage To Plant

To go back to the afternoon of the hurricane, September 21: We have seen that the signals of disaster were the steadily lighted lamps on manual switchboards and the seized line-finder switches in dial offices. They told the story -- not a complete story, to be sure, because "open" or severed lines not crossed or grounded could be discovered only by field inspection or through reports sent in by subscribers — but a story sufficiently complete to convey the magnitude of our troubles and indicate the districts and exchanges where the damage was most widespread. From each exchange approximate reports of stations out of service came in to the district superintendents and thence to headquarters. By nightfall no doubt remained: the task ahead would be colossal.

Work began at once to survey the damage. This was accomplished systematically by organized patrols under the direction of the Plant Engineering department. The district engineers started their men patrolling first in the exchanges where their district offices are located, namely, New Haven, Bridgeport, Hartford and New London. The men went out about 6 p.m. and covered as much of the outside plant as possible between that time and midnight. They then returned to the office and prepared work papers so that the construction department could properly route their gangs the following morning. Because of traveling conditions it was impossible that night to send men into other exchanges for patrol work, but during the evening arrangements were made to dispatch one or more patrolmen into each exchange area on Thursday morning.

In order to complete patrol work as quickly as possible men were drafted from the Plant Engineering headquarters group and from other departments. During Thursday it became apparent that the western part of the state had suffered relatively little damage, so the engineers stopped patrolling in those exchanges where the local repair forces could complete the work. In the Bridgeport district our survey of the damage had been almost completed by Thursday evening. Next in order came the New Haven and Hartford districts. As the job in these areas neared an end the men who had been doing it were released and sent to join others in the area east of the Connecticut River where the normal Plant Engineering force was eventually increased about 300 per cent.

Emergency Trouble Clearance

Meanwhile repair and construction forces had also been very active. Field supervisors, most of them trained by experience in past emergencies, took stock of local situations and passed along to headquarters information supplementing that gained through engineering patrols. To them a number of things were obvious and one of the most obvious was that the appalling wreckage of poles, wires and trees must be cleared from the middle of the streets. Equally grave was the need to restore service, at least on a temporary basis, to those organizations and individuals who shared great public responsibility during the emergency period. No sooner had the wind ceased, therefore, than outside plant men were busy moving broken wires and cable to the side of the road, endeavoring to eliminate plant conditions which menaced public safety, and stringing new wire to provide emergency service. Many worked late into the night, some until morning, under conditions always difficult and frequently not without danger. Later on organization was to provide that the hours worked, though long, would be regular and that darkness be used for the sleep necessary to maintain stamina and to assure the most orderly and therefore the most rapid reconstruction job. On this first night, however, there was too much which absolutely *had* to be done, particularly in the direction of establishing emergency service.

The order in which service restoration was attempted followed a more or less standard sequence, the desirability of which had been established during previous emergencies:

Fire and police, both State and municipal

Hospitals

Public Utilities

Doctors

Other Federal, State and municipal services of essential character

Subscribers especially requiring service in connection with their business, such as newspapers, radio stations, employees of transportation systems or other business of a public service character

Emergencies due to sickness in household

Not all of this emergency work could be accomplished the first night or even in the next day or two. No effort or expense was spared, however, to finish it as soon as possible and it was not uncommon for a repairman to run a quarter-mile or more of covered wire on trees or along the ground in order to get service into a home or office where it was urgently required. In this work Plant forces were also guided by the recommendations of exchange managers. Many business offices remained open late each night and all were open all day on the first Saturday and Sunday after the storm. The business offices were, as already stated, the centers to which large numbers of people came to send and receive telephone messages; a considerable proportion of the requests for emergency service naturally came to the managers, who were in a position to judge of their relative importance and advise the Plant department accordingly.

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So far we have dealt only with those problems which most immediately confronted the telephone personnel, first as regards the effective use of facilities which remained intact and second as regards preliminary service restoration to meet the most pressing needs of the community:

Power had to be maintained.

Protection against flood in Hartford had to be established.

Increased traffic had to be handled as well as possible.

The scope of the damage had to be roughly ascertained.

Emergency service had to be provided where necessary.

We come now to the organization of men and supplies for the purpose of restoring more than 100,000 disabled telephones to service as quickly as human minds could plan and human hands execute the task.

II

THE DRIVE TO COMPLETE SERVICE RESTORATION

Men and materials; neither could be useful without the other. And it was quickly evident that we had need for more of both than were to be found here in Connecticut.

THE SUPPLY ORGANIZATION GOES INTO ACTION

When the storm broke the supply organization of the telephone company consisted of a supervisor of supplies and a force of 24 people, most of whom were located at the distributing house of the Western Electric Company in West Haven. It is the name of the latter which furnishes the key to the supply situation; for upon Western Electric, which is virtually the manufacturing and supply department of the entire Bell System, fell the responsibility of delivering to us not only enormous quantities of goods of its own manufacture, but also enormous quantities of other goods which it must purchase from outside suppliers.

The West Haven distributing house of the Western Electric Company is one of 29 similar houses located throughout the country. This one serves Connecticut. It includes a railroad siding, warehouse, shipping platforms and a shop where numerous items of used telephone equipment are reconditioned.

Under normal conditions most of the materials needed by telephone forces are withdrawn each night from Western's warehouse and delivered by two five-ton trucks to various points around the field. This efficient and economical system serves about 75 per cent of our field forces, the rest getting their supplies from local stockrooms replenished when necessary by deliveries from

the West Haven warehouse. Under the conditions which followed the hurricane, however, local material stockrooms were necessary so one of the first steps taken was to set up supply centers at twelve strategic locations throughout the state. Experienced stockmen were placed in charge of each and with helpers picked up locally the telephone company supply force was doubled within 48 hours.

Ordinarily also the division of responsibility between the Western Electric and telephone company supply organizations is substantially as follows: Goods are obtained and stocked by Western and delivered to the telephone company on order outside the warehouse. Distribution around the state then becomes the responsibility of the telephone supply force. During the emergency, however, Western accepted responsibility for delivering supplies directly to the points where they were needed, at the time when they were needed. The job of the telephone men was to keep in continuous touch with the field, to estimate requirements and inform Western of our needs, to assist in the loading of trucks and to provide directions for delivery — this last in itself being no small task in the first period of the emergency when many roads were blocked and routes necessarily circuitous.

Actual deliveries started at once. One of the first needs was for axes and saws, another was for covered copper wire to be used in giving emergency service; and throughout the entire first night trucks carried tons of this material into the stricken areas. At the same time the Western Electric organization started a complete review of its stock on hand. Before morning large orders had already been sent to New York — this despite the physical difficulties which seriously hampered the job, such as lack of electric light, temporary loss of teletypewriter service and long delays in getting telephone calls through.

Within a short time Western had revamped its own organization along emergency lines and work was proceeding at an extraordinary pace. There were four main phases to the job: at the local distributing house, stock maintenance and warehousing; and elsewhere in the Western Electric organization,

the all important activities of the Supply Service and Traffic departments.

The Stock Maintenance Organization

The local stock maintenance organization was in a sense the key unit in the whole setup. Working from 6 a.m. until midnight in overlapping shifts, this group received all requisitions, placed every order and maintained complete records of the receipt and disbursement of material. One unit covered cable and apparatus of Western Electric manufacture; a second covered other supplies; a third maintained records of the disbursement of principal items and also acted as a "shortage unit" to obtain rush delivery, from whatever source possible, of items where shortages had developed. Inventories were taken nightly on 180 principal items. A joint Western Electric and Telephone Storm Emergency Committee was set up to review daily how much material had been used, how much was on hand and how much would be required. On a clock-like schedule and behind locked doors so that there would be no interruptions, the responsible supervisors of the telephone company supply organization and the distributing house checked the daily inventory of different items, studied reports from the telephone field forces, estimated needs and decided on the day's orders.

This was a difficult task because needs pyramided from day to day. We first ordered, for example, 200,000 feet of twisted pair drop wire (for which the normal demand in this territory is approximately 100,000 feet per month). The next order was for 250,000 feet, the next for 500,000, and then we began placing orders for a million feet a day. Orders for tools and normally slow-moving items pyramided likewise: For instance, there were in stock 30 so-called Buffalo grips (wire splicing tools) only two of which had been used in the previous few weeks; within a few days nearly 200 had gone out to the field.

The great need, of course, was not merely to get in enormous quantities of supplies, but to get them to the field *quickly*. In accomplishing this the assistance of the Supply Service and Traffic departments of the Western

Electric Company was invaluable, through operations on a nation-wide scale.

The Supply Service Department

The business of the Supply Service department at Western's New York headquarters is to place orders for supply items not produced in Western's own factories but manufactured to Bell System standards by outside organizations. When we needed such items, therefore, our order merely went to New York and the supply service organization did the rest. On the first and second nights of the emergency, the stock maintenance group in West Haven got the people in New York out of bed; thereafter the latter covered their office day and night. With ingenuity and dispatch they acted to meet our needs without fail, as did the suppliers with whom they were in direct and constant touch.

Cable suspension strand, for example, is manufactured by an outside supplier who has 21 machines available to make it. When the hurricane struck he was using only 4 machines to meet Bell System requirements the country over. Immediately he placed nine more machines in operation and within a week he was operating all 21 in two 12-hour shifts.

There was immediate need for steel and copper sleeves used in splicing open wire. An initial order of 50,000, representing several month's normal supply, was placed with the manufacturer in Cleveland, who was directed to send them by air express to Newark. Since there was no regular train service into New Haven as yet because of the storm, New York employees of the Western Electric Company brought the sleeves here in passenger cars, arriving on the night of the same day.

Following Shipments Through

This leads us directly into the functioning of Western Electric's Traffic department (whose job, of course, is to see that goods are delivered, and is not to be confused with the work of the telephone company's Traffic department).

The record of deliveries is astonishing. An initial order of some 60 reels of cable -- averaging one and one-half tons apiece and 3,000 feet in length with some of it as large as a man's wrist -- of which we might normally need two or three reels at a time, was telephoned from West Haven to Western's Kearney, N. J. factory at 7 p.m. Thursday, 24 hours after the storm; and the first trucks rolled into West Haven at two o'clock the next morning. Seventeen tons of lead sleeves for splicing cable were rushed so quickly from the Nassau Smelting and Refining Company, Western Electric subsidiary on Staten Island, that all had passed through the West Haven warehouse within two days. Such accomplishments speak volumes not merely for the readiness of manufacturing plants to deliver, but for the persistence and ingenuity of Western's traffic men in seeing to it that the material got through on schedule.

Let us remember that in the first days of the emergency there was a truck strike going on in New York and New Jersey, that railway express and freight facilities were swamped on account of both strike and storm, that the New Haven and Bridgeport railroad yards were jammed with thousands of freight cars. Traffic men arranged police escorts for trucks coming up from Baltimore and passing through the New York metropolitan area. They impressed on drivers the need for calling in if they had breakdowns. When rail service opened up again they put material on passenger cars and their mates met the cars at the station. With the aid of railroad men they had express cars hitched to passenger trains. They worked in express offices to expedite transhipment from trains to their own trucks. They spotted cars in the freight yards. They telephoned the West Haven distributing house when shipments were leaving and telephoned again to give periodic progress reports. They worked with railroad traffic men in locating a carload of fir cross-arms already in transit from the State of Washington, made special arrangements for its rush delivery, and with such teamwork all along the route got the car here in hardly more than half the usual time -- ten days instead of 18 for the trip across the continent. Came a time when, at the height of the telephone company's activity in stringing open wire lines, we needed 250,000 pounds of wire in a hurry; Western Electric traffic men put the wire in a baggage car in Muncie, Indiana on a Saturday afternoon, got it attached to the Broadway Limited out

of Chicago for New York (the train being held for 15 minutes) and delivered the wire in West Haven on Sunday afternoon.

Transportation of that wire, incidentally, cost more than the wire itself — a fact here mentioned not in criticism of the charge made by the railroad for its speedy and cooperative service, but merely to emphasize again that money was spared no more than effort in order to do well the job that had to be done.

Thus railroad men cooperated in the finest spirit, as did the truckers and the men who drove the trucks. The work of the latter was hard and exhausting; one story will illustrate how well they did it.

A reel of cable had been ordered for delivery at daylight at a certain spot on a country highway. Careful instructions were given to the driver as he started his trip through the night. The next morning a call came in from the field: There was no reel spotted on the road where it should have been. Immediately a man was dispatched from the warehouse to the home of the driver, who had returned and was now fast asleep. Wakened, he listened incredulously to the report. Certainly he had known where to go. Certainly he had got there. Certainly the reel had been left as per instructions.

The messenger returned to the warehouse. Calls went back and forth. What had happened? No one knew.

Then a few minutes later another call came in from the field. "Awfully sorry to have bothered you," said an apologetic voice. "The reel got here okay; the reason we couldn't find it when we checked was that the cable was already pulled in — yeah, the job's all done."

Warehouse Service 24 Hours A Day

A fourth phase of the supply service was the warehousing job in West Haven. Ordinarily six men are employed at Western's warehouse here. This

number was at once increased to 62, principally by drafting 47 of the 51 men regularly employed in the repair shop associated with the distributing house, and arrangements were made to keep a force on duty 24 hours a day. First plans called for three 8-hour shifts, but as there were not enough experienced men available to handle the job in this way, two complete organizations were formed on 12-hour shifts.

This group loaded and unloaded all outgoing and incoming shipments and telephoned reports at once to the main office as soon as materials were received. Experienced material selectors continuously directed the placing or withdrawal of material from shelves and bins, noted shortages and wrote "back order" slips which were delivered to the office every 10 minutes. This was done in order that the shortage unit in the stock maintenance organization would have complete information regarding our most urgent requirements early the next morning. Cable cutting crews and reel movers were constantly busy; reels of cable crowded the cable dock and overflowed onto the ground, so a winch truck had to be kept on hand at all times to load supply trucks going to the field. Shipping clerk and truck dispatcher wrestled with the job of getting shipments off on schedule and to the right places. As the pace of reconstruction effort quickened, deliveries were made to every material center in the eastern part of the state every two hours. And return trucks brought back junk — 370 tons of it — which was loaded into freight cars and shipped to the Nassau Company plant for reclamation.

How to sum up the story of this service of supply? Perhaps the best way is by means of the table of materials shown on the opposite page.

Poles Rushed From The South

Telephone poles were another problem. During the night after the storm a survey was made of our stock in the various yards about the state. In the interest of minimum supply investment, it has been customary to allow this

stock to become rather low during the summer and early fall months, and such was the case when the storm broke.

We had available about 1,300 of the commonly used sizes, but as the reports of patrolmen came in from the field and since our poles all come from the South, we knew it would be necessary to get additional stocks rolling northward as soon as possible. Three carloads, it so happened, were in transit and we immediately ordered rush shipment of 20 carloads more. Again the Traffic department of the Western Electric Company helped, this time by getting the cars attached to the fastest freights carrying perishable goods. (Such trains in the first few days were almost the only ones coming into Connecticut.) Upon their arrival men were on hand at the yards to get them shunted into the unloading yard without delay; thence they were trucked by pole-hauling contractors.

The first three cars arrived on the 25th, four days after the hurricane, five more arrived on the 27th and from that time on we received an average

CERTAIN ESSENTIAL MATERIALS

Amount purchased from Western Electric Co.
by The Southern New England Telephone Co.

Material	Normal Monthly	From Sept 22 to Oct 20, 1938
Aerial Cable	59,000 ft	658,000 ft
Strand	75,000 ft	900,000 ft
Cable Rings	85,000	650,000
Steel Wire	12,000 lbs	200,000 lbs
Copper Wire	18,500 lbs	275,000 lbs
Drop Wire	640,000 ft	10,336,000 ft
Lead Sleeves (9 major sizes only)	600	5,200
Copper & Steel Sleeves (5 major sizes only)	15,000	150,000
Pole Line Hardware	27,000 lbs	291,500 lbs
Cable Terminals	425	3,000
Crossarms	1,000	2,500

of four cars a day for the next ten days. All told we received approximately 70 carloads and in the restoration of service more than 5,000 new poles were used.

MOBILIZATION OF OUR OWN PLANT FORCES

At no time and in no respect were materials lacking. Moreover, because the tools and equipment and cable and wire and all the other items which were to be used in the rebuilding of our plant were standard supplies, manufactured to Bell System specifications, Bell System men knew how to work with them without trouble or delay. That was fortunate: and it was fortunate, too, that there were Bell System men beside our own who could be called upon to work with them, for scarcely 24 hours after the wind blew we were very sure we had need of their help.

As we move our story along from the organization of supplies to that of personnel, however, let us begin with the mobilization of our own people.

Drafting Of Headquarters Men For Field Work

That began even before initial surveys of the damage had been completed. Within a few hours after the hurricane it was apparent that the forces of the Plant department must be augmented. So the Plant field organization drafted men from headquarters groups in all departments, dispatching them to cover the jobs in which they could be most useful. Headquarters engineers went out on patrol work, others helped in setting up the diversified arrangements which had to be made to insure maintenance of power. Clerks and draftsmen went out as woodchoppers to help clear the roads so that work cars could get through. They also went into line crews as groundmen and acted in many cases as splicers helpers. Other headquarters employees assisted repairmen; still others worked at test desks in the central offices or helped in important record work in the repair service bureaus and district headquarters.

The regular repair force numbered 215. With this there was immediately combined the normal force of 145 installers, all of whom are trained and equipped for repair work in emergencies. To this group were added about 60 men from other departments and 61 more who were hired to assist experienced repairmen. Thus the outside repair force was brought up to approximately 480 men. In a similar manner central office forces were increased from about 300 to nearly 400 people.

Construction Gangs and Splicing Crews

Action along the same lines brought about much enlargement of the construction department's line gangs and splicing crews. Fortunately we had one outside source of supply for partially skilled men. For several years during busy periods we have employed a limited number of contractors who have supplied gangs for pole setting and line construction work. During the night of September 21 we got in touch with all these contractors and by morning they had five gangs working along with our own crews. Since we also employ contractors to do our tree trimming work it was possible to press additional gangs into service immediately to clear trees from the cables ahead of the construction crews. Still other gangs, furnished by the contractors who build our underground conduit structures, were equipped with saws and axes and put to work clearing trees under our supervision.

At the peak time the help from all these contractors amounted to 250 men. Also, as previously noted, our own construction and splicing crews were increased by drafting telephone men in other departments. Almost immediately our normal working force of about 420 construction department employees was enlarged more than 50 per cent.

It is to be remembered that the force enlargement outlined above was substantially completed by noon of September 22, the day after the hurricane. By evening on that same day it was known that still more men would be needed — skilled telephone men — repairmen, linemen, splicers — Bell System men who knew the crafts upon which speedy restoration of service depended. And

so we called upon our neighboring Bell System companies for help; soon, to quote *The Telephone Bulletin* for October, 1938, "Thundering over the highways, the Bell System's peacetime army thrilled all onlookers as it rolled into Connecticut and other New England states to mend a shattered telephone system."

MOBILIZATION OF MEN FROM OTHER COMPANIES

By what methods was this mobilization accomplished?

Here again we had the benefit of the services of a centralized organization coordinating Plant work throughout the System. We did not have to make sure that the men who would be sent to us would bring the proper equipment with them. We did not have to wonder whether they would be able to perform the work. We did not even have to communicate with the various Associated Companies in the Bell System who might be able to send us help. We merely got in touch with a central organization in New York, contact point for the Plant departments of all Associated Companies, the office of the Plant Operations Engineer of the American Telephone and Telegraph Company.

To them we told our needs — first for heavy construction crews with trucks equipped with winches and derricks; later for splicing crews and station repairmen. They in turn transmitted these requirements to the General Plant Managers of each of the Associated Companies, asking them to canvass their organizations to determine how many crews could be got in readiness for work in our territory.

Our first call for help went out on the night of Thursday, September 22. The following night 17 Pennsylvania construction trucks — first of a long line — were in Danbury. From day to day thereafter until October 1 more crews arrived, most of them in fairly large convoys, and on the 5th and 8th of October additional crews from Upstate New York, who had been working on service restoration on Long Island, stopped to give us aid before going home.

Assembly Of Crews

The task of assembling such crews in the various Associated Companies involved many problems. Trucks had to be serviced; materials and equipment collected; assembly points determined; hours for assembly scheduled; routes selected; instructions issued to the men; foremen and supervising foremen provided with cash; methods of reporting time and expenses decided upon. And all these things had to be done with speed and precision. How well they were done was made evident by the fact that every crew who came here, whether from a point close to our own territory or from farther west or south, arrived on schedule without breakdown or serious accident and with every man in good health ready and eager to go to work.

We in turn had to be prepared for their arrival. One of the first problems centered around the fact that road conditions were bad and several trunk routes impassable. It was therefore arranged that all incoming crews should go to one of three dispatching points — Winsted for those coming from Upstate New York, Danbury for those coming from the west and New Haven for those coming from the south. Here they were met by members of a specially organized personnel dispatching group who arranged board and lodging for groups who arrived late and too tired to continue their travel; developed route sheets and sent the men on their way to the points where they were to work; and made records of the equipment and names and addresses of the men so that details which had to be taken care of while they were a part of our large organization could be handled with dispatch.

Crews Roll Into Connecticut

Crews came to us from Upstate New York, from the Bronx-Westchester area of the New York Telephone Company, from New Jersey, Pennsylvania, Delaware, Virginia, the District of Columbia and Ohio. All in all there came 764 men who brought with them 258 trucks and work cars. Most came over the road on their own rubber, but some who came long distances were transported by train to Danbury and New Haven, where trucks were unloaded. To help in this phase

of the work we set up a transportation committee who not only took care of the people who came to work in Connecticut, but also two large trainloads of trucks and men bound for the territory of the New England Telephone and Telegraph Company.

SERVICE RESTORATION PROBLEMS:
THE METHOD OF ATTACK

It is time now to review the actual damage to our plant, the extent to which service was impaired, and the degree to which restoration had progressed by the time the crews from other Bell System companies began to arrive.

Not a single exchange in our territory escaped damage. In only six exchanges -- Stamford, Old Greenwich and Norwalk in the southwest corner of the state, and Plainville, Bristol and Torrington in the west-central and northwest areas -- were less than 10 per cent of all telephones put out of service.

For administrative purposes the State is divided into four districts. The Bridgeport district extends along the coast from Bridgeport to Stamford and includes the towns directly north as far as Kent. The New Haven district includes the coast communities from Milford to Madison and the cities and towns north of this segment of the shoreline; it covers roughly the south-central part of Connecticut. The Hartford district reaches across the northern half of the state from the northwestern corner to the communities directly east of the Connecticut River. The New London district, geographically the largest of the four, covers the entire eastern end of Connecticut from Long Island Sound to the Massachusetts line.

The number of telephones in each district at the time of the hurricane and the number and per cent put out of service were as follows:

District	Total Telephones	Number Out Of Service	% Out Of Service
Bridgeport	86,757	15,762	18
Hartford	109,188	26,718	24
New Haven	109,646	32,117	29
New London	37,172	31,259	84
TOTAL	342,763	105,856	31

The Sequence of Service Restoration

In order to restore service, a particular sequence of activity had to be followed. First, necessarily, came the clearing of trees and other wreckage from the lines. Where poles were down and cables broken new poles had next to be set (or the old ones straightened), new cable suspension strand placed, rings hung from this strand and new sections of cable pulled through the rings. Then came the job of splicing together the ends of wire where the new sections of cable joined undamaged sections of the line. In this process each pair of wires had to be tested in order to make sure that the proper pair in one section was joined to the proper pair in the next.

At the same time loops running from poles to homes or offices might also be broken. Repair of a line at the point of one break would not restore service if there were another break somewhere else. Therefore, in order to perform an orderly job great care had to be taken to synchronize the work of the different craftsmen responsible for its various phases. Here is a simple description of the most effective process:

The line gang put up poles and pulled in new sections of cable; the splicer came along as soon as the cable was pulled into place; and while the splicer worked on the cable, the repairman simultaneously went ahead along the street to see that everything was made shipshape in the final segment of the voice path from the central office — that is, in the loop running from the pole terminal into the subscriber's home.

Varying Degrees Of Damage To Plant

But there were all degrees of destruction to our plant and some were less serious than others. In one instance it might be possible to restore service to several hundred subscribers at once by repairing one cable break; in another it would be necessary to rebuild entirely several miles of line in order to reconnect a couple of dozen telephones.

That was one reason why the damage in the western part of the state could be described as relatively slight. True, the aggregate number of telephones out of service in the western area was very great; in relation to the *total* number of telephones, however, the number of disabled stations was far smaller than in the east. Great as the damage was to our plant in many places west of the Connecticut River, it was not on the average as awful as it was beyond the eastern banks. Furthermore, in the east communities are scattered. Long open wire lines brought service to many subscribers miles away from the central offices. Many such lines were broken in hundreds of places; they needed not merely to be repaired, but to be completely rebuilt. Too, this was the section where roaring country streams did the greatest damage, washing out roads, shattering bridges and making access to certain neighborhoods virtually impossible for many days; here even the detours were blocked and trees across some country roads lay for days where they had fallen before highway clearing forces could get to them.

Distribution And Supervision Of Forces

Most serious of all, from the telephone point of view, here our normal force was small — small because in normal times it had no need to be large. In the entire New London district, when the hurricane struck, were 10 construction gangs, 8 cable splicing crews and an exchange maintenance force of about 50 people.

It was, therefore, necessary to get additional men into the east as soon as they could be spared. The sequence of force movement, in a few words, was

as follows: About the time that the first crews from other Bell Companies began to arrive, our own forces were almost ready to complete service restoration in the area west and north of Bridgeport. Some of the crews from other states were sent into the shore towns east of New Haven, others to the badly hit Hartford and Middletown areas, and the rest still farther east. As our own gangs in the west cleaned up their work, as many as could be spared were likewise shifted eastward. Day by day the movement eastward increased until at the end there was a veritable army of telephone men working in the final drive in the rural districts. In an area where only 10 construction gangs are normally needed, 108 were at work. Instead of 8 splicing crews there were 88 on the job. Where 24 repairmen are usually employed 160 two-man repair crews were busy restoring loops from poles to houses and repairing open wire breaks on small rural lines.

This shifting army required, of course, continuous shifting of the supervisory setup. It was at all times necessary to know exactly where all construction, cable and repair crews were, what progress was being effected in each area and what moves should be made next. New maps and organization charts were drawn daily to record these changes. Temporary district centers were set up and then discarded as the work in a particular area approached an end and crews moved to another location. As the movement to the east gathered headway, the entire eastern area was divided into five smaller areas and men from headquarters, together with men who could be released from the western end of the state, were put in charge.

Engineering Of Plant Replacements

All this time there was a plant engineering problem involved. Plant replacements had to be engineered and work papers furnished to the construction department in order that the latter might properly carry out the work. These work papers were also necessary in order to preserve the integrity of our historical and accounting records, which must be maintained according to the requirements of the Federal Communications Commission.

In the four district offices of the plant engineering group we normally have 19 engineers engaged in special work such as pole inspecting and arrangements in connection with new buildings and with State highway changes; and 22 engineers occupied with routine engineering duties. There are also four clerks and eight right-of-way agents who have had a small amount of engineering training. All these people were put to work engineering necessary plant replacements. They worked in the field from early morning until dark obtaining information, then returned to their respective offices to prepare the work papers. The extra hours worked, the curtailment of all other work and the use of clerks and right-of-way agents had the same result as if the force had been increased about ten times.

This engineering force was organized in a manner to parallel the organization of the construction department. As the latter made changes in its district setups the engineers did likewise. This meant that in each construction district there were engineers readily available for consultation and advice.

Because of the need to get the work papers to the construction department as quickly as possible, all memoranda or sketches were prepared with pencil on ordinary letter size yellow paper and carbon copies furnished to the line and cable forces. The third copy was retained and indexed so that the district engineers would have knowledge of each portion of the plant as it was covered and thus save useless trips to the field as reports of the same trouble came in from different sources. Approximately 3,800 different sketches and memoranda were produced during the period of the emergency. They covered the replacement of about 5,000 poles; the straightening of 2,000 more poles; replacement of some 850 circuit miles of copper wire and 550 circuit miles of steel wire; replacement of approximately 450,000 feet of cable; and the placing of about 250,000 feet of cable which took the place of damaged open wire lines, such substitution being the most economical way to restore the plant. As it happens, the above figures are the approximate equivalent of a normal year's work.

ACCOUNTING PROBLEMS
AND METHODS

Even the most casual observer of the drive to restore telephone service in Connecticut must have wondered about the accounting problems involved. They were indeed enormous.

In normal times the Plant supervisory organization is equipped to do the clerical work covering the costs of materials used, the charging of men's time, allocation of costs to construction or expense and so on. Such reports are then forwarded to headquarters through established channels. But in such an emergency as this it was apparent that time spent by plant men on paper work, necessary as such work might be, would be that much time lost in pushing the actual job of rebuilding lines and restoring service. On the day following the storm, therefore, representatives of the Accounting Department were sent to Hartford, Bridgeport, New London and the Plant field office in New Haven to start taking over as much as possible of the clerical task. On the next day, and the next, more men went out to Middletown, Guilford, Saybrook, Norwich, Mystic, Danielson and other places established as district centers for the reconstruction job.

They shared a variety of responsibilities. From the start of the emergency local supervisors and other employees had to incur numerous out-of-pocket expenses which cash advances in the field were inadequate to meet. The accounting men took large cash advances with them and reimbursed employees who had spent their own money. They also checked and approved bills from hotels, restaurants and garages. As men from other Bell Companies began to arrive, the accountants were informed by headquarters in New Haven and instructed to make arrangements for housing and feeding the incoming gangs. Still another job was to inventory the material brought to Connecticut in the trucks of the other companies, and to inventory the same trucks again before they left.

Distribution Of Pay Drafts

The mere distribution of pay drafts became a fairly complicated task since gangs were so much on the move, and here again the accounting men in the field helped. Of special interest perhaps is the handling of time reports and distribution of drafts to the men from other companies. Our accountants in the field made up the reports on the spot and forwarded them directly to the headquarters of the various companies every Saturday, so that they would arrive on Monday. Drafts were then mailed from the headquarters of the various companies to reach Connecticut sometime Thursday. In cases where men were permanently stationed in the same town, their drafts were usually sent to them directly, but more frequently, because crews were moving from place to place, the payments were sent to our headquarters in New Haven and then forwarded.

The complications of the accounting task could be elaborated indefinitely; telephone accounting at any time involves innumerable details and only the briefest summing up of a few of the problems arising out of the emergency is possible here. To put that summary in a single sentence, it was essential that we keep the record straight. It was essential that we calculate accurately the costs incurred — that we handle accurately and promptly the details of our financial relationship with other Bell Companies who had sent men, materials and trucks to our aid -- that we handle in a similar manner those problems resulting from destruction of many poles which we own jointly with various electric light companies. It was most essential, also, that in dealing with men on the job in regard to matters of personal expense — meals, for example, laundry, use of personal automobiles by certain individuals — rulings should first be carefully and fairly formulated, then wisely administered in a manner consistent with established working conditions and the accepted personnel policies of the Company. To all these ends not merely the accounting men in the field but those who remained at headquarters to carry out increased responsibilities bent every endeavor.

PERSONNEL PROBLEMS:
BOARD, LODGING AND HEALTH

Reference has been made to the work done by field accountants in helping to secure board and lodging for incoming gangs. Also, in a previous section, we have mentioned the organization of a special force to meet and route gangs as they arrived in our territory. With the influx of hundreds of men and trucks into the eastern part of the state, the resulting personnel problems quickly assumed formidable proportions. We, therefore, organized an enlarged personnel force to try to meet the situation.

The territory was divided into six parts. Into each were sent men who had been drafted from various departments into the new personnel organization -- men of the type who could perform the particular work required, which included looking after the health and general welfare of employees in the field. The group was headed up at Plant headquarters in New Haven, the health side of the work being carried on under the supervision of the medical supervisor in the Personnel department.

Scarcity Of Accommodations

The peculiar difficulty of the job was that the worst hit sections of the state, where the most sustained drive was needed for recovery and into which we were pouring hundreds of men, were the least equipped to provide suitable board and lodging required not only for the large number of telephone men, but for the personnel of other public service companies similarly engaged. Hotel facilities were limited, boarding houses and tourist homes scarce. Furthermore, distribution of the working forces throughout the territory changed from day to day, so it was necessary to keep rearranging many accommodations almost continuously.

In New London we took over practically the entire Mohican Hotel as well as most of the Crocker House. In Norwich the Wauregan Hotel housed a great many men, but here it was necessary to use in addition all available rooming

houses and private homes and even to rent from a bank most of a vacant apartment house, unfurnished. Furniture had then to be rented also, bedding purchased and maid service engaged. In Simsbury the local community club was occupied. In the vicinity of Willimantic, where toward the end of our reconstruction drive more than a thousand men were concentrated, it was utterly impossible to obtain enough rooms within the city itself and accommodations had to be sought as far as 20 miles away. Even in Hartford, where normally accommodations would have been ample, there was difficulty because our men arrived just as the city was being jammed by a national convention. Here our personnel representatives had to book rooms in seven different hotels in order to take care of every man.

Food; Noon Lunches

The feeding of the men was a big problem also. Let it always be remembered that they were performing hard work during long hours, from dawn to dark seven days a week. Breakfast, lunch and dinner had to be substantial. Too, breakfast had to be served before six o'clock in the morning and by the time breakfast was over lunch kits had to be ready for the men to take with them. Incidentally, hundreds of thermos bottles and lunch kits were purchased, some at retail and some directly from Connecticut manufacturers. By and large the difficulties of living were satisfactorily met and in comparison with the grumbles which might justifiably have been raised had we been unprepared to meet our personnel problems, there were very few grumbles indeed.

A Fine Health And Safety Record

Perhaps the best evidence that the personnel job was well done was the continued good health of the men. There were a few colds, but only one or two cases of illness more serious than that and those were recognized and adequately treated. Despite the unusual frequency and character of hazards, minor accidents were likewise few in number and there was only one lost-time accident, a fracture sustained when a man tripped and fell. Personnel re-

presentatives had lists of approved doctors and hospitals in each community and checked regularly to make sure that if a man would benefit by seeing a doctor he did so. In the centers of greatest activity, such as New London, Hartford, Norwich and Mystic, arrangements were made for physicians to visit and check up on the men daily at the places where they congregated. Every morning and evening, for example, a doctor visited the men in the ballroom of the Mohican Hotel, where meals were served. Of all the men who came into our territory from other Bell System companies, only one failed to go home with the same crew with which he had arrived; this man was delayed because of a jaw infection resulting from an ulcerated tooth and was sent home by train one day late.

Our personnel representatives also arranged with local banks for the cashing of the men's pay drafts. To enable their men to send money home, three companies sent two pay checks to them, one that could be sent home, the other for use on the job. To accommodate the other out-of-state men in a similar manner, our business offices remained open in the evening on pay days to accept the drafts and issue cash and managers' checks against them. That is, a man could endorse his pay draft, making it payable to this Company, and receive in return part of the full amount in cash for his own use, the balance in the form of a check which he could mail home.

COMPLETION AND DEMOBILIZATION

We cannot sum up the record of actual trouble clearance without pointing to one important fact not fully apparent from any statistical table. Continuing for days after the storm, as thousands of telephones were restored to service, other thousands went out. There were various reasons for this. Incautious highway laborers, either not recognizing a telephone cable when they saw one or assuming that because they found one lying in the street it was therefore useless, sometimes cut working cables and thus disconnected hundreds of subscribers. Looters in a few instances did the same. In the flooded area certain underground cables which first resisted the inroads of

water later began to fail. Other cables, their sheaths cracked or damaged but still capable of working properly as long as the weather remained dry, went out of order when it rained.

The result was that in the early days of the emergency, for every three telephones restored to service, two others were reported disabled. In other words, we had to restore three to make a net gain of one. Later this ratio dropped to approximately two to one and then gradually declined further. On some days, however, the effect was particularly disheartening. For example, on September 30, a rainy day, with nearly 52,000 telephones still to be cleared, the force cleared several thousand and ended the day with a net gain of 676.

Figures also support what has been said regarding the larger amount of work which had to be done in the badly smashed rural areas in order to restore a relatively smaller number of telephones. Within two days after the storm our own forces, without any help from outside, had achieved a net clearance of more than 15,000 stations and two days later we had netted 20,000 more. In other words, one third of all the 106,000 telephones disabled had been repaired in four days. But from then on the reconstruction problem grew more complicated and more and more work had to be done per telephone restored. Even with a force ten times as large as normal concentrating in the eastern area for the final clean-up, it took a whole week to clear the last 18,000 telephones — hardly more than our own force without help had put back in the first two days. It was the utter destruction of mile after mile of plant -- the need in so many places to rebuild rather than to repair — which delayed restoration of the last telephone until October 13, three weeks and a day after the hurricane roared.

Replacement Of Temporary By Permanent Construction

Finally the job was done. Yet even with complete service restoration accomplished, there was a vast amount of work still to be performed. Thousands of temporary makeshift plant conditions had to be replaced by permanent construction. In certain areas we had built new lines without bothering to

remove the old ones which had been destroyed. Broken wire still hung from leaning poles; cables were tied to trees; junk littered the roadside.

It was imperative to clean things up as quickly as possible, so immediately following complete service restoration many of our own crews were moved back into their home territory and the out-of-state line gangs kept on in the eastern part of the state. Most of this work was of a type requiring the services of construction and splicing crews. For the out-of-state repairmen we no longer had need and they accordingly started to leave as soon as arrangements could be made for orderly demobilization. The last of the repair forces from other Bell Companies left Connecticut on October 15. Although certain phases of the work of permanent rebuilding were to persist through many months, the essential clean-up work proceeded rapidly, so linemen and splicers began to leave in the following week. By October 22 all were on their way home.

Orderly Planning To Send Forces Home

Demobilization brought its problems too. During the drive for restoration of service we had tried to keep groups from different companies together for several reasons, one of which was to make it possible to send them home together when the time came. This could not always be done -- it was sometimes necessary to scatter forces to get necessary work completed -- but by and large we accomplished our purpose. In the case of those groups who were scattered, the men were assembled at New Haven or Hartford the night before they were to leave. Our transportation committee arranged for the servicing of their trucks and cars, obtained police escorts to the State border and made many necessary arrangements with the railroads covering both the transportation of men who were going home by rail and the shipment of equipment -- splicers' carts, for example -- which had to arrive at its destination at approximately the same time as the men going over the road.

Field supervisory people had to determine a day or two in advance when they could release particular groups of men. Through the central contact

point at the American Telephone and Telegraph Company in New York advance notice was sent to the other companies as to when they should expect their people back. Cash was provided to each group as they left so that they might pay their way on the road going home. And before each man left our territory he was presented with a letter of appreciation written by the General Plant Manager. Following his return home he was also to receive a copy of a special illustrated edition of *The Telephone Bulletin* and an attractive certificate of appreciation bearing his name and signed by the President, Vice President and General Manager and General Plant Manager of this Company.

III

PUBLIC RELATIONS: INFORMING THE PUBLIC

From one standpoint it is proper to view the entire emergency as presenting a succession of public relations problems. The great central problem was to complete restoration of our public service as quickly as possible. Yet there were other problems too which required in no less degree both sober planning and rapid execution.

BUSINESS RELATIONS WITH THE PUBLIC

Let us consider, for example, the question of our business relations with the public. Into our business offices there flows a continuous stream of requests for the installation, moving and removal of telephone service. Orders are accepted on the basis that the work will be performed at a particular time, order forms prepared and copies sent to the Plant and Traffic departments in time for them to perform the necessary work according to schedule.

Balancing Emergency Restoration And New Order Work

This normal procedure had to be abruptly altered. Immediately after the storm business offices were instructed to suspend all regular commercial operations which might create work for the other operating departments. Orders were accepted but it was explained to customers that no appointments could be made for completion of the work and only those orders which represented real and definite emergencies were forwarded to Plant and Traffic. As explained previously, it was important that the latter be recognized and managers undertook the task of sorting out these bona fide emergency requests before forwarding them to the installation forces.

As a natural result orders piled up. October 1 is moving day for many people in Connecticut and this fact further complicated the problem. After the first few days of the emergency, as the work of service restoration gathered headway and disabled telephones went back into use, it became absolutely necessary for the Plant department to strike a balance between restoration activity and the servicing of new orders. The job of the business office people was to sort the orders carefully so that the more urgent could receive preferential treatment; to make appointments for the number which the Plant department could handle from day to day; and to keep the Plant department informed as to the number and type of orders on file.

Collection And Adjustment Of Current Bills

The business offices also suspended all collection activity for more than a week after the storm and the greatest care was exercised to make sure that such work was resumed only in a manner appropriate to the circumstances in each community.

Following the hurricane no bills were sent out until a special issue of *Telephone News*, our regular bill insert, could be prepared. This informed the subscriber that if his telephone had been out of service the Company was ready and willing to make whatever adjustment seemed appropriate; and if the subscriber still had no service at the time when he received the bill, he was requested to disregard it entirely until such time as the service was restored. Bills containing this special insert began to go out on September 29 and the same offer of abatement was included in a newspaper advertisement over the President's signature on September 30.

KEEPING THE PUBLIC INFORMED

All through the emergency, what was done, rather that what was said, counted most. Yet there was manifestly a need that the Company should speak as well as act. By nightfall on the day of the storm it was all too clear

that we faced the biggest reconstruction job ever and that even by exerting our best efforts we should need *time* to finish the job. It seemed essential that we should tell the public this; that we should explain fully and specifically just why it was so; that we should give public expression to our aim to restore service as quickly as we could; and that we should state, as evidence of our desire to keep faith with our customers, just how we were moving to meet our problems.

Newspaper Advertising - First Phase

In order that we might tell this story in our own words and furthermore be certain of reaching the whole community, it was early decided to use paid advertising space in all newspapers. Such advertising, therefore, was made the backbone of a comprehensive informational program. Two days after the storm the first advertisement appeared in all Connecticut dailies and by the same date plans had already been formulated for later advertisements.

The first three in the series took the form of factual statements addressed to all telephone users by the President. Number 1, published September 23, frankly explained that the damage was beyond all precedent and that restoration of service would take time. More than that, it explained *why* the job would take time.

Number 2, published September 26, reviewed in further detail the obstacles confronting repair forces, showed how our forces had been augmented, elaborated some of the details of the job on which they were engaged, and expressed our appreciation for the patience shown by subscribers.

Number 3, published September 30, reported the progress made up to that time, announced the Company's willingness to adjust telephone bills, placed additional emphasis on our appreciation for the services rendered to us by public authorities and other companies, and again endeavored to express some measure of our gratitude to customers for their patient cooperation. Finally, it pointed out how the organization of the Bell System was helping to expedite

the reconstruction job and paid public tribute to all employees engaged in the task.

By this time many communities were again receiving normal or nearly normal telephone service. Statewide advertising was no longer indicated, nor did it seem wise to continue writing advertisements in the form of statements from the President, since any inference that his name was being used as a matter of routine would be unfortunate. However, in the particular communities where restoration of service was taking a longer time, it was essential that we continue to advertise for it was just then and there that the public's patience might be coming to an end.

Again it was felt that the right answer would be to state specifically what our problem of the moment was and what we were doing about it. On October 1, in selected dailies, we asked and answered the question, "Why is my neighbor's telephone working when my own has not been restored to service?" And on October 4, in newspapers in the worst hit areas, we ran sectional maps showing exactly how many construction gangs, splicing crews and repairmen were working from dawn to dark every day in the week. In other words, we not only said the men were on the job — we came as close as we could to showing where, and in what numbers, they were on the job.

Newspaper Advertising - Final Phase

The third and final phase of our hurricane advertising came after the service restoration job was done. The day after the last telephone was reconnected there appeared in all Connecticut dailies an advertisement saying "So Long — and Thanks!" to the men who had come from other Bell Telephone Companies to help us and were now starting home. In this way we let the public know that the work was completed and incidentally emphasized again not only our appreciation for what these men had done for us, but the genuine advantages which we felt had accrued to us and to the public by reason of our affiliation with the nation-wide Bell System.

On the basis of many comments received from people all over the state, we have reason to believe that this advertising was on the whole well timed, well pointed and influential for good.

Our informational program included several other activities of considerable importance. They may be outlined as follows:

Information To Newspapers And Radio Stations

There was extensive activity to furnish newspaper editors with facts and pictures telling the telephone story. From the night of the hurricane until about the first of October, the destruction of telephone plant, the interruption of service and efforts to speed reconstruction were front page news. Newspaper releases were, therefore, given to the newspapers every day. On September 25 a lengthy memorandum containing information identical with that furnished the Public Utilities Commission was sent to all managers, who were requested to call personally on editors and publishers and to leave the information with them if they wished to have it. Several editorials commending the Company's efforts appeared to be traceable to these visits, and several papers also printed the memorandum in full. In certain areas members of the General Information department were stationed to give the facts directly to the papers from day to day and invitations were also extended to reporters to inspect the work being done to restore service in company with one of our representatives and then write the story themselves. Several such invitations were accepted and the resulting stories on occasion praised our efforts in terms which we would not have ventured to use ourselves.

Stories and pictures were also sent to weekly papers. As time went on it became evident that general stories without local interest would be unacceptable, so representatives of the General Information department went to Hartford, New London, Norwich, Willimantic and Danielson to obtain the local news directly from construction supervisors in the field and give it to the local papers. Continuance of this activity right up to the end of the restor-

ation was thought especially desirable because the longer the job took in the areas which had been most devastated, the more important it seemed that people should know that we had not relaxed our efforts but were, on the contrary, intensifying them every day.

Stories and pictures which related directly to the telephone business and our progress in restoring service occupied the equivalent of 23 standard size newspaper pages. There were 60 editorial comments in Connecticut newspapers; all were favorable except four which suggested that the period in which repairs were being made would be an opportune time to put wires underground. Fifteen of the 28 daily newspapers in the state and 16 of the 46 weeklies carried one or more favorable editorials.

On the day after the storm one talk describing telephone damage and telephone problems was given over a New Haven radio station, then repeated over a limited network later in the day. Usefulness of the radio as a means for disseminating information was sharply limited, however, by reason of the loss of electric power in so many communities. Purchase of time on leading stations would not have enabled us to reach an extensive audience in the areas most seriously affected by the storm. Various plans for the use of radio were considered, but were abandoned when it appeared that the only opportunities for its use would be in places where the telling of our story would be least timely and effective.

Inserts In Subscribers' Bills

Reference has already been made to the hurricane issue of *Telephone News*. In addition to containing the Company's offer to adjust the bills of customers whose service had been interrupted, this contained a sequence of pictures designed to show the extent of the damage to our plant and the complicated sequence of activity which had to be performed before service restoration could be completed. The next *Telephone News*, inserted in bills going to subscribers during December, was written as an imagined statement by a Plant man discussing the hurricane in retrospect. It represented a

particular effort to tell our subscribers, in a human, informal way, how sensible we were of the many courtesies extended to us by individuals and organizations alike; also to sum up our feeling, intensified by the hurricane experience, of the advantages inherent in the Bell System form of organization. This insert brought several especially favorable comments.

Information To Employees

It was early decided also that everything possible should be done to keep our own employees posted as to the extent of the hurricane problem. In accordance with this decision a four-page "Hurricane Special" edition of *The Telephone Bulletin* was produced and distributed September 29 to all employees in the field, including those who had come from other companies. The regular October issue of the *Bulletin* reported completion of the restoration work, described outstanding features of the job and included a 16-page pictorial supplement. This likewise was sent to the men who had come to us from other companies, as well as to our own employees. Both the special and regular issues contained statements of appreciation from the officers of the Company for the manner in which employees rose to the emergency.

As a further means of keeping employees informed about the situation as a whole, proofs of all newspaper advertisements published during the emergency period were posted on all Company bulletin boards.

Hurricane Motion Pictures

Motion picture representatives of the American Telephone and Telegraph Company arrived in Connecticut the day after the storm. Here and in the other New England states they took many pictures showing the extent and severity of the damage and the successive measures taken to rush the reconstruction job. Between October 4 and 6, a four minute sequence suitable for showing in theatres was edited in New York, the accompanying narrative being written by a member of this Company's General Information department, who also acted as commentator. This picture, entitled "The Telephone Digs Out"

was submitted to theatres principally through the local managers. Effort to get it into the theatres was first concentrated in the eastern part of the state, where we were especially anxious to remind people that our problem was a huge one and that we were doing everything humanly possible to meet it. This effort was generally successful; most of the theatres in the area showed the picture and audience reaction was good. Altogether "The Telephone Digs Out" ran in 50 theatres before a total audience estimated at about 50,000 people.

Later on the American Company produced a longer picture entitled "A Hurricane's Challenge." This is concerned with the hurricane from the standpoint of the Bell System as a whole, and although made primarily for showings before telephone employees, is of interest to others as well. It has been shown to employees all over Connecticut and to hundreds of outside audiences.

Emergency Service For Newspapers And Radio Stations

More than one reference has already been made in this narrative to the efforts of our operating forces to provide emergency service to organizations and individuals who had special need for it. At the risk of repetition, let us emphasize the fact that newspapers and radio stations fell squarely within this category. Commercial, Plant, and Traffic employees accordingly bent every effort to meet our service obligation to the men who gather and disseminate the news. In this connection, members of the General Information department who had special knowledge of the needs of the press and could foresee how the Company might be especially helpful to reporters and editors, were in several instances able to advise local exchange forces as to desirable procedure. On other occasions, because of the very nature of our business events in various sections of the state were known to telephone people before they were known to newspaper men; thoughtfully the individual concerned made the facts known, sometimes directly to the papers, sometimes by passing the story along to the General Information department, which in turn gave it to editors. All such activity, although not undertaken with the primary objective of improving public relations, nevertheless helped to bring about that result.

CONCLUSION

There has not been room in this story for the recounting of incidents which add vivid human interest to the hurricane and its aftermath. Yet it is impossible to close without trying to select, out of literally thousands of instances, a few which are thoroughly characteristic and which may help the reader to see between the skeletal lines of our narrative.

Let us think, for example, of the operator who for three hours during and after the storm waded through water and climbed over trees to reach the central office four miles away.

Let us think of Captain Hardy of Mystic, proprietor of the inn which bears his name, driving through rain to take hot coffee to men from New Jersey who were lodged in his care; and of Mrs. Hardy, who cried when the men went away.

Let us think of the dentist who declined to make any charge for extracting a tooth for a lineman from Ohio -- wishing, as he put it, to do his bit to help someone else who had come so far to help him.

Let us think of the emergency call for food going out from the ravaged city of New London; of the Mystic central office surrounded by water and peopled by 50 refugees; of the Mystic chief operator getting a message through to an isolated home - by giving it to the milkman.

Let us think of the Danielson correspondent of the Norwich Bulletin as he bends over his typewriter to tap out this goodbye to the telephone men (for publication): . . . "Appreciation here of what they have done to restore service is, naturally, just about beyond expression . . . . . As they prepare

to go away the people of Danielson and its surrounding areas wish them, in saying goodbye, good health, good luck, the best of all there is in life and a million thanks!"

Such instances could be cited almost indefinitely; perhaps these few, together with a few selected letters and other documentary material included in the Appendix, will suffice. The cost of the hurricane approximated $2,000,000; it constituted a severe financial blow; yet it is fair to say that out of the experience which cost these millions the Telephone Company gained much which could never have been otherwise acquired at any price. Qualities of leadership were made manifest in one individual after another as circumstances applied the pressure. There came a new understanding by many employees of the roles played by others in other departments; a personalizing of the relationship between the Company and thousands of its customers; a far keener appreciation by the telephone personnel of the degree to which members of the public not only recognize the Company's problems but take an active and helpful interest in them; and a wider understanding among people everywhere of the advantages of the Bell System organization.

In the final summing up, it seems appropriate to borrow two paragraphs from the Annual Report of this Company for 1938; two paragraphs which dwell upon two features of the hurricane experience:

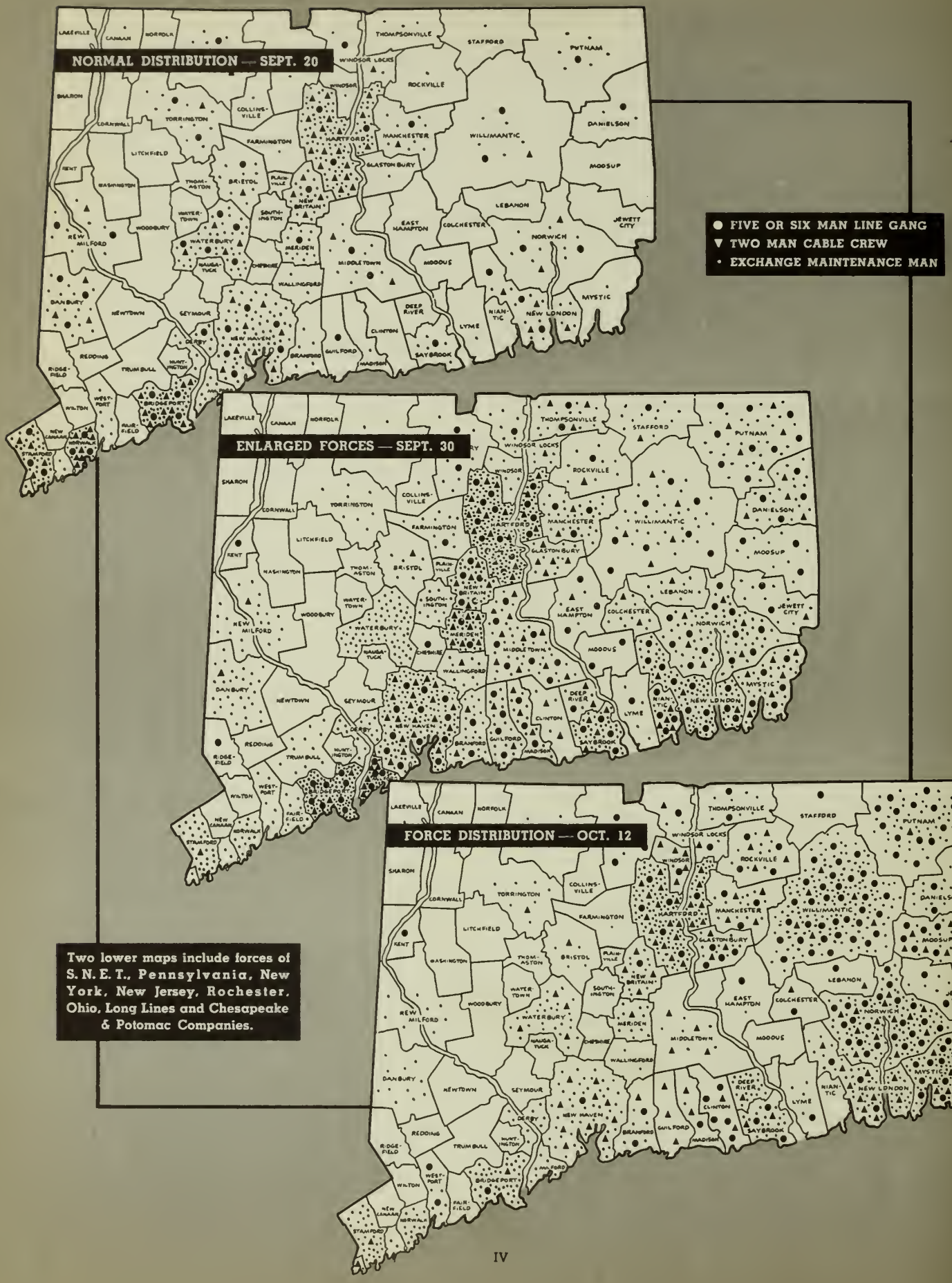
"One," says the report, "was the demonstrated effectiveness of Bell System standards, organization and morale. Our normal plant forces were expanded nearly threefold, principally through reenforcements from other Bell Companies in seven states. Many materials and supplies sufficient for a full year were required at once and, through the country-wide resources of the Western Electric Company, were delivered with such promptness that in no instance was the rehabilitation work delayed. From daylight to dark, seven days per week, the work went on without confusion, without friction and, in spite of the unusual frequency and character of hazards, without a single serious accident. Simply defined, here was the application in emergency of those practices which we are continuously seeking to develop in our

day-to-day operations. The broad implication, in terms of the preparedness, resourcefulness and service objectives of the Bell System, is profound.

"The other feature was the cooperation of those who did not share our responsibility. Outstanding in this connection was the attitude of the public. Our customers did not merely refrain from complaint at the lack of an important service; they were thoughtful in word and deed, contributing hundreds of kindly acts and encouraging our efforts in the rehabilitation job with fine commendatory expression. Similarly responsive were the many agencies whose aid we so imperatively needed -- transportation companies, power companies, suppliers of all kinds, etc. By air, water, railroad and highway we were served with almost incredible speed; and nearby or far away the readiness to deliver was so evident and so effective that it seemed as if everyone were a part of our own organization. It will all remain with us in grateful recollection as the greatest revelation of understanding minds and helping hands that we have ever experienced."

APPENDIX

CHARTS OF FORCE DISTRIBUTION ON VARIOUS DATES


NORMAL DISTRIBUTION — SEPT. 20
ENLARGED FORCES — SEPT. 30
FORCE DISTRIBUTION — OCT. 12
● FIVE OR SIX MAN LINE GANG
▼ TWO MAN CABLE CREW
• EXCHANGE MAINTENANCE MAN
Two lower maps include forces of S. N. E. T., Pennsylvania, New York, New Jersey, Rochester, Ohio, Long Lines and Chesapeake & Potomac Companies.

STATISTICS COVERING SERVICE RESTORATION, SUPPLIES AND FORCE ADDITIONS RECRUITED FROM OTHER COMPANIES

The Southern New England Telephone Company

ESTIMATED MAXIMUM NUMBER OF TELEPHONES OUT OF SERVICE

New Haven District

Exchange	In Service 8/31/38	Out of Service	% Out
New Haven	50,525	12,204	24.2
Branford	2,461	1,058	43.0
Guilford	948	709	74.8
Madison	1,113	678	60.9
Milford	3,404	1,653	48.6
Derby	5,446	852	15.6
Seymour	1,059	138	13.0
Meriden	7,457	2,802	37.6
Southington	1,315	389	29.6
Wallingford	2,841	629	22.1
Middletown	6,904	4,383	63.5
East Hampton	852	500	58.7
Moodus	408	408	100.0
Waterbury	18,504	3,705	20.0
Cheshire	818	407	49.8
Naugatuck	3,241	470	14.5
Thomaston	948	575	60.7
Watertown	1,402	557	39.7
Total	109,646	32,117	29.29

Hartford District

Exchange	In Service 8/31/38	Out of Service	% Out
Hartford	63,038	13,828	21.9
Farmington	1,425	855	60.0
Glastonbury	1,080	1,080	100.0
Simsbury	1,433	821	57.3
Windsor	1,457	444	30.5
New Britain	10,821	2,835	26.2
Plainville	1,010	49	4.9
Bristol	5,502	424	7.7
Manchester	4,887	948	19.4
Rockville	2,173	865	39.8
Windsor Locks	1,863	993	53.3
Thompsonville	1,961	1,065	54.3
Torrington	5,616	522	9.3
Cornwall	343	101	29.4
Litchfield	1,368	253	18.5
Winsted	2,774	1,190	42.9
Norfolk	612	83	13.6
Canaan	908	137	15.1
Lakeville	917	225	24.5
Total	109,188	26,718	24.47

Bridgeport District

Bridgeport	32,776	6,449	19.7
Fairfield	2,738	1,665	60.8
Trumbull	890	484	54.4
Danbury	7,741	1,360	17.6
Newtown	984	328	33.3
Redding	489	229	46.8
Ridgefield	1,533	537	35.0
New Milford	2,090	422	20.2
Washington	1,011	337	33.3
Kent	359	208	57.9
Norwalk	9,516	856	9.0
Westport	3,381	464	13.7
Wilton	821	278	33.9
Stamford	14,843	1,280	8.6
Darien	2,677	350	13.1
New Canaan	2,539	325	12.8
Old Greenwich	2,369	190	8.0
Total	86,757	15,762	18.17

New London District

New London	10,133	7,995	78.9
Mystic	2,288	1,732	75.7
Niantic	761	721	94.7
Saybrook	1,604	1,351	84.2
Clinton	703	526	74.8
Deep River	785	733	93.4
Lyme	816	805	98.7
Norwich	7,682	6,998	91.1
Colchester	324	324	100.0
Jewett City	647	607	93.8
Putnam	2,950	2,499	84.7
Danielson	1,674	1,274	76.1
Moosup	782	780	99.7
Willimantic	4,950	3,866	78.1
Lebanon	206	197	95.6
Stafford	867	851	98.2
Total	37,172	31,259	84.09

Grand Total	342,763	105,856	30.88

The Southern New England Telephone Company

PROGRESS OF SERVICE RESTORATION

Date	Telephones Out of Service	Telephones Out Of Service To Total In Service August 31, 1938 - %	Telephones Cleared Daily
9/21/38	105,856	30.9	
9/22/38	93,577	27.3	12,279
9/23/38	90,302	26.3	3,275
9/24/38	81,904	23.9	8,398
9/25/38	70,519	20.6	11,385
9/26/38	65,865	19.2	4,654
9/27/38	61,650	18.0	4,215
9/28/38	58,013	16.9	5,637
9/29/38	51,980	15.2	6,033
9/30/38	51,304	15.0	676
10/1/38	45,917	13.4	5,387
10/2/38	39,718	11.6	6,199
10/3/38	34,555	10.1	5,163
10/4/38	29,856	8.7	4,699
10/5/38	25,885	7.6	3,971
10/6/38	22,623	6.6	3,262
10/7/38	18,573	5.4	4,050
10/8/38	13,373	3.9	5,200
10/9/38	9,588	2.8	3,785
10/10/38	6,616	1.9	2,972
10/11/38	3,864	1.1	2,752
10/12/38	1,592	.5	2,272
10/13/38	0	0	1,592

Telephones in Service August 31, 1938 - 342,763

The Southern New England Telephone Company

EXCHANGES ENTIRELY CUT OFF FROM OUTSIDE CONNECTIONS

Exchange	Time Restored		First Available Routing
Niantic	11:00 P.M.	Sept. 21	Via New London
Mystic	2:00 A.M.	" 22	" " "
Danielson	7:00 A.M.	" 22	Via Providence and Boston (Danielson & Moosup connected at all times.)
Moosup	7:00 A.M.	" 22	Via Danielson
Putnam	6:25 P.M.	" 22	Via Danielson
Thompsonville	7:00 A.M.	" 22	Via Windsor Locks and Springfield
Norwich	8:00 P.M.	" 22	Via New London
Moodus	8:00 P.M.	" 22	Via East Hampton
Glastonbury	3:00 A.M.	" 23	Via Hartford
Stafford	9:00 A.M.	" 23	Via Willimantic
Lyme	11:55 A.M.	" 23	Via Saybrook
Lebanon	4:30 P.M.	" 23	Via Willimantic
Colchester	4:00 P.M.	" 24	Via Willimantic
Jewett City	5:00 P.M.	" 25	Via Moosup
Fishers Island	8:00 A.M.	" 26	Via New London

The Southern New England Telephone Company

MILES OF LINE WHICH WERE DOWN

DISTRICT	POLES DOWN	MILES OF CABLE DOWN	MILES OF WIRE PLANT DOWN (Linear miles of pole line on which one or more wires* were down)
Bridgeport	191	8.35	14.99
New Haven	1189	28.82	101.83
Hartford	1028	40.80	126.98
New London	2737	48.29	493.73
Total	5145	126.26	737.53

* On some sections (a section is the distance between two poles: Average, 150 feet) as many as 40 wires were down.

LIST OF CERTAIN ESSENTIAL MATERIALS AND SUPPLIES USED IN THE WORK OF RESTORATION

Material	Amount Purchased from Western Electric Co. Normal Monthly	From Sept. 22 To Oct. 20, 1938
Aerial Cable	59,000 ft.	658,000 ft.
Strand	75,000 ft.	900,000 ft.
Cable Rings	85,000	650,000
Steel Wire	12,000 lbs.	200,000 lbs.
Copper Wire	18,500 lbs.	275,000 lbs.
Drop Wire	640,000 ft.	10,336,000 ft.
Lead Sleeves (9 Major Sizes Only)	600	5,200
Copper & Steel Sleeves (5 Major Sizes Only)	15,000	150,000
Pole Line Hardware	27,000 lbs.	291,500 lbs.
Cable Terminals	425	3,000
Crossarms	1,000	2,500

The Southern New England Telephone Company

NUMBER OF PEOPLE DIRECTLY ENGAGED IN SERVICE RESTORATION

DIRECTLY ENGAGED ON RECONSTRUCTION

	Normal SNET Co Forces	Transferred to Plant from other work	Hired tempora-rily	Brought in from Other Tel. Cos.*	Contract Trimming & Construc. Gangs	Total
Construction forces	265	2	29	361	60	717
Cable Splicing "	157	36	7	145	-	345
Repair "	215	204(a)	61(b)	258	-	738
C. O. forces	293	92	9	13	-	407
Clearing up, etc.	25	-	12(c)	-	190	227
	955	334	118	777	250	2434

* From New York, New Jersey, Pennsylvania, Delaware, Virginia, Ohio and District of Columbia.

(a) Principally installers transferred to repair work.
(b) Hired to assist experienced repairmen.
(c) House service men 6; stockmen 6.

OTHERS DIRECTLY ENGAGED ON RESTORATION WORK

Plant Engineering	86
Plant Supply	45
Accounting	27
Engineering	28
Traffic	15
Commercial	47
Personnel	8
Grand Total	2690

MOTOR VEHICLES ENGAGED IN RECONSTRUCTION WORK

Total number of trucks and work cars directly engaged on work:
SNET Co.-434; other Bell System cars-258; contract crew cars-36; rented-25; total-753.

LETTERS SENT TO PLANT
EMPLOYEES OF THIS COMPANY

LETTERS AND CERTIFICATE
SENT TO FOREMEN AND PERSONNEL
OF OTHER COMPANIES

FORM 80 A

LETTER SENT TO ALL PLANT EMPLOYEES OF THE COMPANY

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

227 CHURCH STREET
NEW HAVEN, CONNECTICUT
TELEPHONE 6-9221

ELMER P. BRADLEY
GENERAL PLANT MANAGER
ROBERT S. BRUST
SUP T OF CONSTRUCTION
RAYMOND P. COLLINS
SUP T OF EQUIPMENT
GEARY S. CORVES
PLANT ENGINEER
JAMES McK. FOLEY
SUP T OF BLDGS SUPPLIES & MOTOR EQUIPT
JULIUS M. KRAFT
GENERAL PLANT SUPERVISOR

October 13, 1938

IN REPLY PLEASE REFER TO

FILE NO.

To All Employees in the Plant Department:

If I should undertake to thank and congratulate each individual in the Plant Department who has contributed his or her part in the restoration of service to those subscribers in Connecticut who were affected by the hurricane of September 21, 1938, I would not know where to begin or end. No words of mine can express how I feel about the whole Plant Department.

Little did we realize on Wednesday morning, September 21, 1938, that before night our outside plant would be damaged to an extent unprecedented in our history and that some thirty percent of all the telephones in Connecticut would be out of service.

Reports from the field the following day indicated that the damage to our plant was even more than we could believe possible and the task of restoring plant and service, both toll and local, a tremendous one.

Never for a moment was there any hesitation on the part of anyone as to what was to be done and how it should be done. It almost seemed the play had been rehearsed, for all seemed to know their parts and acted with courage and determination with the result that in just three weeks virtually all telephone service affected by the hurricane has been restored to service.

Working side by side with expert help called from other telephone companies in nearby states you and they have performed a job for which I thank you one and all. We are proud of you and those who came to help. We are proud too of the personnel of our Western Electric Branch House who so ably served us.

Sincerely,

E. P. Bradley

General Plant Manager.

LETTER SENT TO FOREMEN OF OTHER COMPANIES

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

227 CHURCH STREET
NEW HAVEN, CONNECTICUT
TELEPHONE 6-9221

ELMER P. BRADLEY
GENERAL PLANT MANAGER
ROBERT S. BRUST
SUP'T OF CONSTRUCTION
RAYMOND P. COLLINS
SUP'T OF EQUIPMENT
GEARY S. CORVES
PLANT ENGINEER
JAMES McK. FOLEY
SUP'T OF BLDGS SUPPLIES & MOTOR EQUIPT.
JULIUS M. KRAFT
GENERAL PLANT SUPERVISOR

IN REPLY PLEASE REFER TO

FILE NO.

I'm writing the men in your gang to try to tell them just a little of the way I feel about the help given us during this storm emergency. I wish I could be around to say good-bye to you all. For men who, like yourself, are engaged in directing the efforts of others, the job has been a terrific strain. Never in telephone history here in Connecticut has the need for skilled supervision been so urgent -- and never has the response been so wonderful. All of you have earned far more than what has been paid in hard cash. Among other things, you have earned the right to rest again and to enjoy the common pleasures of life.

Now that you and your men are going home, I want you to know that you carry with you my own appreciation, and that of our entire organization, for the splendid job you have done. I hope that when you have rested from the strain, you will look back with satisfaction and pride to your accomplishment in rebuilding Connecticut's storm-stricken telephone lines.

As I am also writing all the men, I hope that a little later on we will be able to send you some little souvenir of the occasion that you might like to keep.

So long and thanks.

E. P. Bradley

General Plant Manager.

LETTER SENT TO NON-SUPERVISORY PERSONNEL OF OTHER COMPANIES

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

227 CHURCH STREET
NEW HAVEN, CONNECTICUT
TELEPHONE 6-9221

ELMER P. BRADLEY
GENERAL PLANT MANAGER
ROBERT S. BRUST
SUP'T OF CONSTRUCTION
RAYMOND P. COLLINS
SUP'T OF EQUIPMENT
GEARY S. CORVES
PLANT ENGINEER
JAMES McK. FOLEY
SUP'T OF BLDGS. SUPPLIES & MOTOR EQUIPT
JULIUS M. KRAFT
GENERAL PLANT SUPERVISOR

October 21, 1938

IN REPLY PLEASE REFER TO

FILE NO.

For the past few weeks you have been pitching in with the men of our own Company and other Bell System Companies to bring telephone service back to normal after the worst blow to the service that I know anything about. Now you're going home. I wish that before you go I could just drop everything else and come down and shake hands -- but I just can't do it. I've got to stick to my job just as you have been sticking to yours, so this letter has got to be the substitute.

You have worked long and hard, and you have been paid in money. We are not forgetting, however, that money doesn't entirely repay a man for what he has been doing, and I want you to know as you go back home, you take along with you the thanks of everyone of us telephone people here. I am speaking not only for myself, but for all the rest of the crowd, because I know that's the way they feel about it, too.

I hope that, after you've had some regular sleep and a chance to rest, you will look back with pride to a job well done, and get a real kick out of knowing that you've given us value beyond any that we can measure in dollars and cents, and shown the people of Connecticut the spirit of the whole Bell System -- THE SPIRIT OF SERVICE.

A little later on we hope to be sending you some souvenir of the occasion that you can keep or, if you want, hang up on your wall. Until then, I'll just sign off by saying -- thanks again.

E. P. Bradley

General Plant Manager.

FOR DEVOTION TO THE PUBLIC SERVICE

Presented to

Edwin M. Elliott

of The Ohio Bell Telephone Company

with sincere appreciation for devoted and invaluable service in helping to rebuild storm-wrecked telephone lines in Connecticut following the hurricane of September, 1938.

PRESIDENT

VICE-PRESIDENT AND GENERAL MANAGER

GENERAL PLANT MANAGER

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

REPRESENTATIVE LETTERS FROM EMPLOYEES OF OTHER BELL COMPANIES WHO WORKED IN CONNECTICUT

December 30, 1938

Mr. H. C. Knight
Mr. A. F. Brooke
Mr. E. P. Bradley
The Southern New England Telephone Co.
New Haven, Connecticut

Gentlemen:

We wish to express to you and through you to your employees our appreciation for the wonderful souvenir you sent to us.

Proudly we shall hang them in our homes as a reminder of the pleasant association we had with a fine group of telephone people in New England.

Appreciatingly we are,

C. H. Ferrar
W. C. Bryant
R. E. Cheek
Louis Hibbard
Walter F. Ludwig
D. B. Wiseman
Dwight H. Tibbe
William Hayden
O. M. Jones
Kenneth C. Hauck

Of The C. & P. Telephone Co., Washington, D.C.

NEW JERSEY BELL TELEPHONE COMPANY

540 BROAD STREET

NEWARK, N. J.

October 21, 1938

Mr. E. P. Bradley, General Plant Manager,
Southern New England Telephone Company,
New Haven, Connecticut.

Dear Sir:

The individual members of my group and I have received your letters of appreciation.

Just in case no one else may think to tell the other side of the story, my gang has suggested that I do so.

From the moment we first crossed the Connecticut State Line until we recrossed it on our return we individually and collectively enjoyed courteous, considerate treatment. You will appreciate the significance of that remark from one who has enjoyed for nearly 26 years all the privileges and consideration that Bell System employees are normally accustomed to.

We enjoyed, at all times, prompt and cheerful cooperation from our fellow Bell System people of Southern New England, as well as a courteous and cordial reception by the public in the district in which our activities placed us. Practical liberality on the part of management was constantly in evidence. Even the Diety smiled on our efforts throughout our stay.

We hope you never have another disaster, but if you do you may depend on our answering your call.

We are sincerely grateful for the opportunity to meet and mingle with people who are, in our opinion, the "salt of the earth."

Sincerely yours for the gang,

Michael King

MICHAEL KING

FORM 3011-A
SUBJECT

THE OHIO BELL TELEPHONE COMPANY

TELEPHONE

Toledo, Ohio
December 20, 1938

Mr. E. P. Bradley,
Southern New England Telephone Co.,
New Haven, Conn.

We are taking a brief respite from our regular duties as Installers in the Toledo District to express our deep, heartfelt appreciation for the citations given us. Without the splendid co-operation, aid, and friendly feeling of your entire personnel, we would certainly have been unable to render the small service we did.

All of us will treasure these acknowledgements of an interesting job as a high spot in our careers.

Sincerely yours,

William Bolton
Foreman in Charge

John L. Eden
Alfred C. Maeder
Charles Samson
William McCreery
James Bolton
Larry Langley
Irvin Powell
James A. Park

Walter Steele
Clarence F. Cole
Charles E. Easterwood
W. E. Ashby
Nicholas J. Kelly
W. J. Walton

35 Prospect Ave.
Hackensack N. J.
Dec. 6. 1938

Mr E P Bradley
General Plant Manager
So New England Tel Co

I received your letter also my certificate of appreciation from your company. I feel it a great honor to have such a token to hang on my wall.

Will you please extend my sincere thanks to the So New England Tel. Co. and say I am indeed proud to have had a part in aiding any way I could.

My thanks to you personally for your letter and your thoughtfulness of our well being while we were there. The treatment we received in and around Stonington was all any one could possibly ask for. I for one feel very grateful for having had the privilege of helping you in your disaster. It was a pleasure to meet and work with your co-workers there, and I feel I gained personally in experience and contacts. I will always remember with pride and pleasure my association with you people.

May I again say thank you so much and wish all there the best of holiday greetings and good luck in the future.

Sincerely
John H. Amelander
Cable Splicers Helper.
Paterson N J.

A FEW OF MANY HUNDREDS OF LETTERS RECEIVED FROM CUSTOMERS

December 30, 1938

Mr. H. C. Knight
Mr. A. F. Brooke
Mr. E. P. Bradley
The Southern New England Telephone Co.
New Haven, Connecticut

Gentlemen:

We wish to express to you and through you to your employees our appreciation for the wonderful souvenir you sent to us.

Proudly we shall hang them in our homes as a reminder of the pleasant association we had with a fine group of telephone people in New England.

Appreciatingly we are,

C. H. Ferar
W. C. Bryant
R. E. Cheek
Louis Kittell
Walter F. Ludwig
D. B. Wiseman
Ralph H. Tibbs
Maurice Hayden
O. M. Jones
Kenneth C. Laux

Of The C. & P. Telephone Co., Washington, D.C.

NEW JERSEY BELL TELEPHONE COMPANY

540 BROAD STREET

NEWARK, N. J.

October 21, 1938

Mr. E. P. Bradley, General Plant Manager,
Southern New England Telephone Company,
New Haven, Connecticut.

Dear Sir:

The individual members of my group and I have received your letters of appreciation.

Just in case no one else may think to tell the other side of the story, my gang has suggested that I do so.

From the moment we first crossed the Connecticut State Line until we recrossed it on our return we individually and collectively enjoyed courteous, considerate treatment. You will appreciate the significance of that remark from one who has enjoyed for nearly 26 years all the privileges and consideration that Bell System employees are normally accustomed to.

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We hope you never have another disaster, but if you do you may depend on our answering your call.

We are sincerely grateful for the opportunity to meet and mingle with people who are, in our opinion, the "salt of the earth."

Sincerely yours for the gang,

Michael King

MICHAEL KING

THE OHIO BELL TELEPHONE COMPANY

TELEPHONE

Toledo, Ohio
December 20, 1938

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Dec. 6. 1938

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General Plant Manager
So New England Tel Co

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May I again say thank you so much and wish all there the best of Holiday greetings and Good luck in the future.

Sincerely
John V Amslander
Cable Splicers Helper
Paterson N J.

A FEW OF MANY HUNDREDS OF LETTERS RECEIVED FROM CUSTOMERS

WINDSOR CLUB
WINDSOR, CONNECTICUT

October 7, 1938

Mr. H. C. Knight, President
Southern New England Telephone Company
New Haven, Connecticut

My dear Mr. Knight:

In common with other towns and municipalities throughout the State, the Town of Windsor suffered untold damage during the recent flood and hurricane. The property loss to its citizens was enormous, while the loss of the magnificent and beautiful elms which graced its Green is, indeed, a sad and irreparable one.

In the midst of this common disaster to the citizens of the State, it is with pride that we record the splendid public spirit shown by the Southern New England Telephone Company in sparing no effort or expense to reestablish and make available to the people, as soon as possible, the use of its service.

Accordingly, speaking in behalf of the Windsor Club and its members, I wish to take this opportunity to express their appreciation of the splendid manner in which your Company - the officers and employees - acquitted itself.

Yours very truly,

W. L. Dougherty
Secretary

New York World-Telegram

September 23, 1938

Treffic Supervieor,
The Southern New Englend Telephone Co.
New London, Conn.

Dear Sir:-

Yeeterday while engaged in reporting the etory of the hurricane in New England I made my way with conaiderable difficulty into New London and obtained detaile for my paper.

With all communication linea down except thoee of your company, I eppealed to one of the operatore to put a call through to thie paper in New York on the grounde that 400,000 readere who wiehed to learn of conditione in New London conetituted "en emergency".

The operetor succeeded in getting me "through" although ahe informed me that only two trunk linee were open. I gave my etory in aa rapidly aa I could in order not to tie up the line.

I want to thank and congratulate thie operator, whoee name I do not know, for her kindnese, understanding and technical ability. Such congratulations, of courae cannot go to her without at the same time being addreaaed to all the telephone workere who, by their aid, made the cell poesible.

While this note ia addreeeed to you and the ateff at New London, I have alao spoken pereonally with Mr. Wellbeum, head of the public relations staff of the New York Telephone Co., who aaid he would notify the proper authoritiea in hie company.

Youre very aincerely,

Allan Keller

Allan Keller.

GUY E. CRANDLEY
VICE PRESIDENT

October 7, 1938

Mr. Harry C. Knight, President
Southern New England Telephone Company
Church Street
New Haven, Connecticut

Dear Mr. Knight:

Please accept my aincere aympethy in the terrific damage your Company has suatained as a result of our recent hurricane. At the same time, I went to expreas my aamiration and congratulations for the magnificent work of rehebilitation which you and your organizetion have so far accomplished. The crews sent in by the Bell Companies of neighboring territory to help you out bear eloquent testimony to the efficiency of this great System.

As you probably are awere I heera a good deal about the telephone business from dear old Ted Nale ano, therefore, due to my talks with him I had a deep interest in A. T. and T. affairs. I have for a long time looked upon the Bell System es the most efficient in their public relations of any of our greet corporations, and your "Special Hurricane Announcement of the Telephone News" which you aant out with your October bills is to my mind an outstanding example of how a public service corporation should treat the public.

I certainly congretulete you on such a masterpiece and am aure it will do great things in promoting a warm-hearted and sympathetic public interest in your greet Company.

I have a sneaking suspicion that you heve been rether busy theee last two weeks but I hope you will not overtax your strength.

With warm personal regards,

Sincerely yours,

Guy E. Crandley

NORMAN PHILIP GEIS
NORMANDY
INDIAN MEAD ROAD
RIVERSIDE CONN

Oct. 12/38.

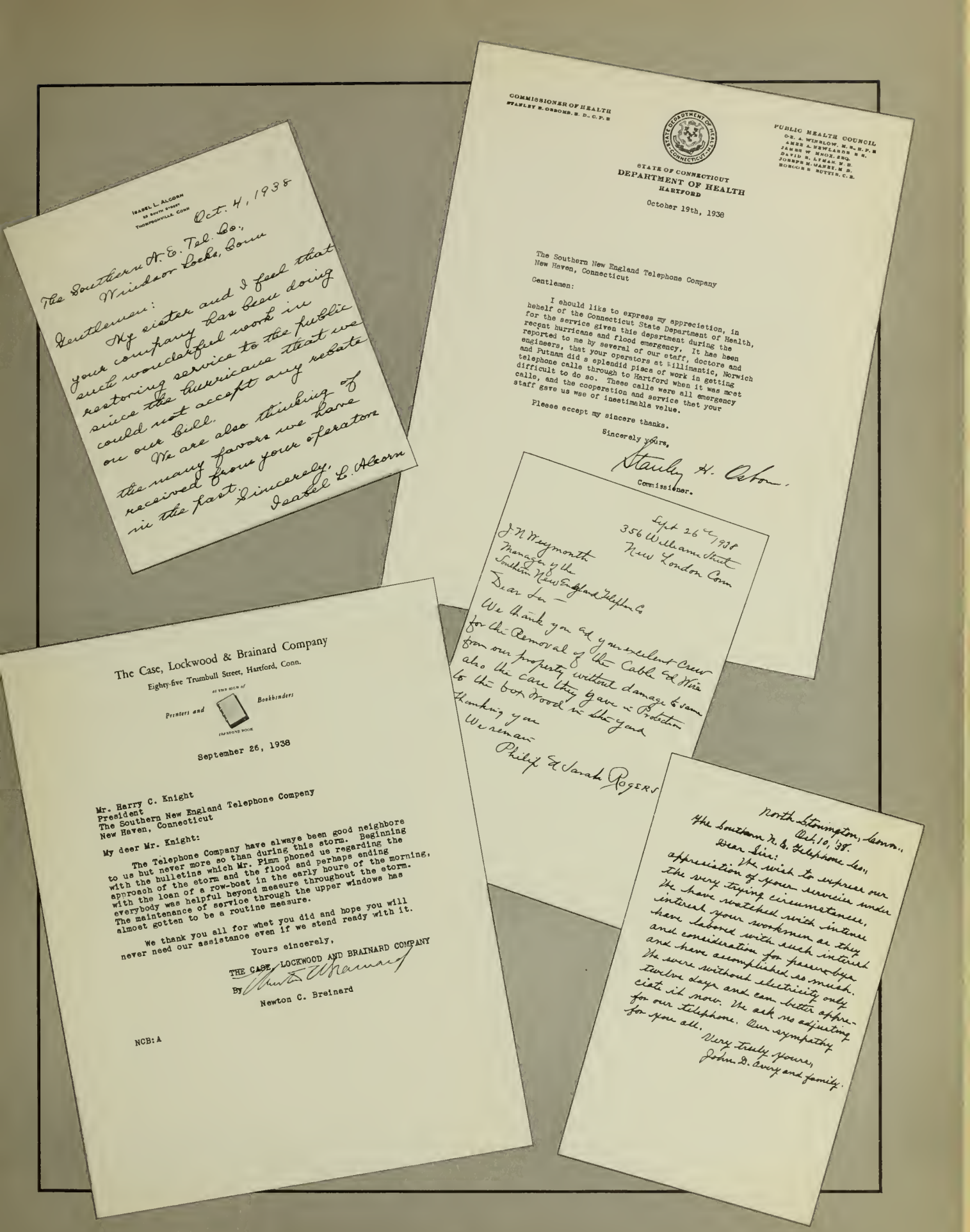
Southern New England Telephone Co,
My dear Mr. H C. Knight. -

I think I ought to write you a few lines
to express my admiration for the
service rendered by you and your men
during the recent Hurricane.

We were without service - yes - but
that inconvenience was nothing in
comparison to what hundreds suffered
- what your men endured to make
service possible in such a short
time.

I congratulate you men & the company
on your heroic efforts.

Yours truly,
Mrs. Norman P. Geis



ISABEL L. ALCORN
10 SOUTH STREET
THOMPSONVILLE, CONN.

Oct. 4, 1938

The Southern N. E. Tel. Co.,
Windsor Locks, Conn.

Gentlemen:

My sister and I feel that your company has been doing such wonderful work in restoring service to the public since the hurricane that we could not accept any rebate on our bill.

We are also thinking of the many favors we have received from your operators in the past.

Sincerely,
Isabel L. Alcorn

COMMISSIONER OF HEALTH
STANLEY H. OSBORNE, M. D., C. P. H.

STATE OF CONNECTICUT
DEPARTMENT OF HEALTH
HARTFORD

PUBLIC HEALTH COUNCIL
C.-E. A. WINSLOW, M. S., D. P. H.
JAMES A. NEWLANDS, M. S.
DAVID R. LYMAN, M. S.
JOSEPH M. JARRE, M. S.
HOMER E. BUTTIS, C. E.

October 19th, 1938

The Southern New England Telephone Company
New Haven, Connecticut

Gentlemen:

I should like to express my appreciation, in behalf of the Connecticut State Department of Health, for the service given this department during the recent hurricane and flood emergency. It has been reported to me by several of our staff, doctors and engineers, that your operators at Willimantic, Norwich and Putnam did a splendid piece of work in getting telephone calls through to Hartford when it was most difficult to do so. These calls were all emergency calls, and the cooperation and service that your staff gave us was of inestimable value.

Please accept my sincere thanks.

Sincerely yours,
Stanley H. Osborne
Commissioner.

Sept 26th 1938
356 Williams Street
New London Conn

J. N. Weymouth
Manager of the
Southern New England Telephone Co

Dear Sir—

We thank you and your excellent Crew for the Removal of the Cable and Wire from our property, without damage to same also the care they gave it Protection to the box wood in the yard

thanking you
We remain
Philip & Sarah Rogers

The Case, Lockwood & Brainard Company
Eighty-five Trumbull Street, Hartford, Conn.
Printers and Bookbinders
AT THE SIGN OF THE BOUND BOOK

September 26, 1938

Mr. Harry C. Knight
President
The Southern New England Telephone Company
New Haven, Connecticut

My dear Mr. Knight:

The Telephone Company have always been good neighbors to us but never more so than during this storm. Beginning with the hulletins which Mr. Pimm phoned us regarding the approach of the storm and the flood and perhaps ending with the loan of a row-boat in the early hours of the morning, everybody was helpful beyond measure throughout the storm. The maintenance of service through the upper windows has almost gotten to be a routine measure.

We thank you all for what you did and hope you will never need our assistance even if we stend ready with it.

Yours sincerely,
THE CASE, LOCKWOOD AND BRAINARD COMPANY
By Newton C. Breinard

Newton C. Breinard

NCB:A

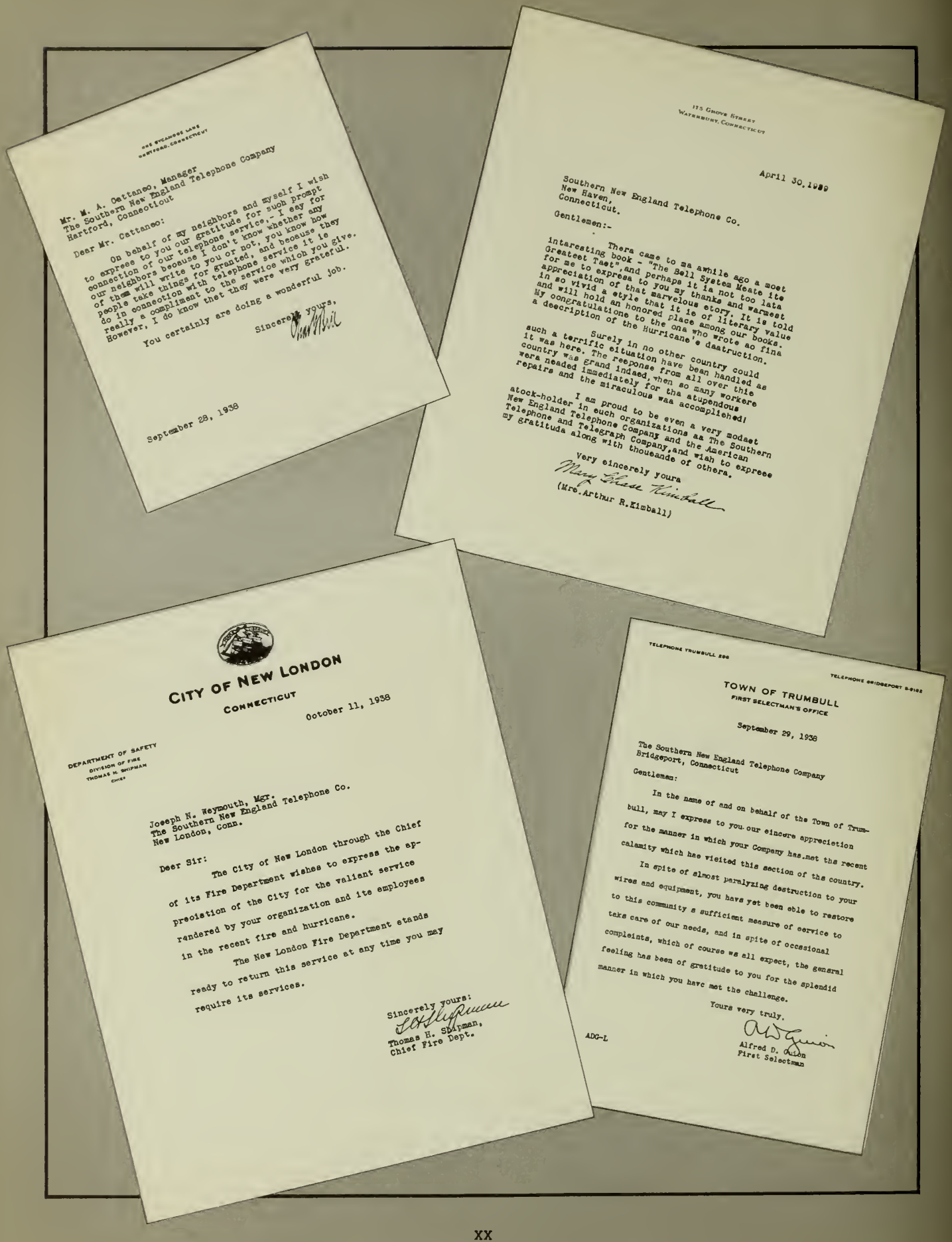
North Stonington, Conn.,
Oct. 10, '38.

The Southern N. E. Telephone Co.,

Dear Sirs:

We wish to express our appreciation of your services under the very trying circumstances. We have watched with intense interest your workmen as they have labored with such untired and consideration for passers-by and have accomplished so much. We were without electricity only twelve days and can better appreciate it now. We ask no adjusting for our telephone. Our sympathy for you all.

Very truly yours,
John D. Avery and family.



1065 SYCAMORE LANE
HARTFORD, CONNECTICUT

Mr. M. A. Cattaneo, Manager
The Southern New England Telephone Company
Hartford, Connecticut

Dear Mr. Cattaneo:

On behalf of my neighbors and myself I wish to express to you our gratitude for such prompt connection of our telephone service.- I say for our neighbors because I don't know whether any of them will write to you or not, you know how people take things for granted, and because they do in connection with telephone service it is really a compliment to the service which you give. However, I do know thet they were very grateful.

You certainly are doing a wonderful job.

Sincerely yours,

September 28, 1938

175 GROVE STREET
WATERBURY, CONNECTICUT

April 30, 1939

Southern New England Telephone Co.
New Haven,
Connecticut.

Gentlemen:-

Thera came to ma awhile ago a most intaresting book - "The Bell Syatea Meate ite Greateet Teet", and perhaps it ia not too lata for me to expreaa to you my thanks and warmeet appreciation of that marvelous atory. It ia told in ao vivid a atyle that it ia of literary value and will hold an honored place among our books. My congratulatione to the ona who wrote ao fina a deecription of the Hurricane'a daatruction.

Surely in no other country could such a terrific eituation have baan handled as it was here. The reeponae from all over thie country waa grand indaed, when ao many workere were headed immediately for tha atupendous repairs and the miraculous waa accomplished!

I am proud to be even a very modaet atock-holder in ouch organizations aa The Southern New England Telephone Company and the American Telephone and Telegraph Company, and wiah to expreae my gratituda along with thouaande of othera.

Very aincerely youra

(Mra. Arthur R. Kimball)

CITY OF NEW LONDON
CONNECTICUT

October 11, 1938

DEPARTMENT OF SAFETY
DIVISION OF FIRE
THOMAS H. SHIPMAN
Chief

Joseph N. Weymouth, Mgr.
The Southern New England Telephone Co.
New London, Conn.

Dear Sir:

The City of New London through the Chief of its Fire Department wishes to express the appreciation of the City for the valiant service rendered by your organization and its employees in the recent fire and hurricane.

The New London Fire Department stands ready to return this service at any time you may require its services.

Sincerely yours:
Thomas H. Shipman,
Chief Fire Dept.

TELEPHONE TRUMBULL 256

TELEPHONE BRIDGEPORT 8-8102

TOWN OF TRUMBULL
FIRST SELECTMAN'S OFFICE

September 29, 1938

The Southern New England Telephone Company
Bridgeport, Connecticut

Gentlemen:

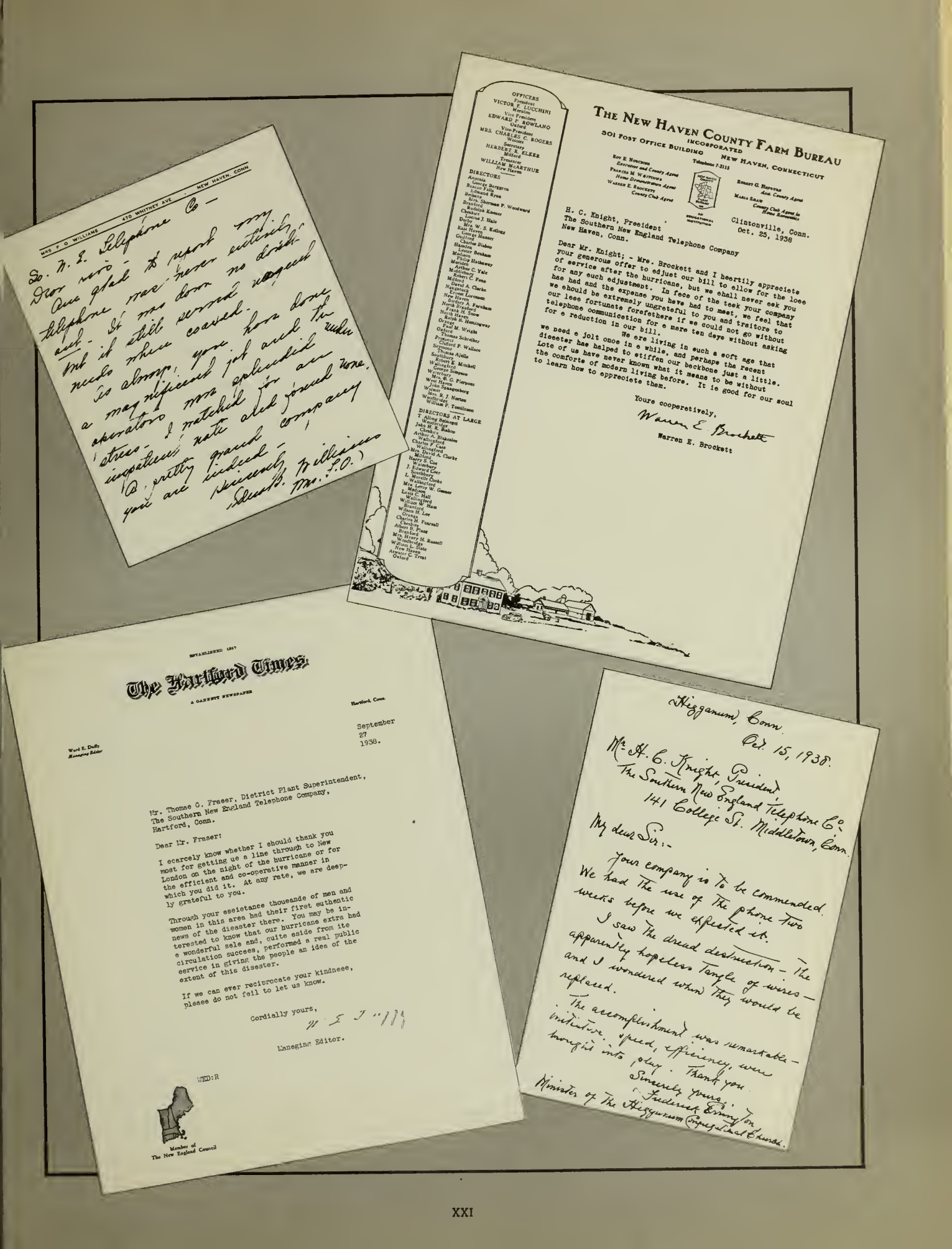
In the name of and on behalf of the Town of Trumbull, may I express to you our sincere appreciation for the manner in which your Company has met the recent calamity which has visited this section of the country.

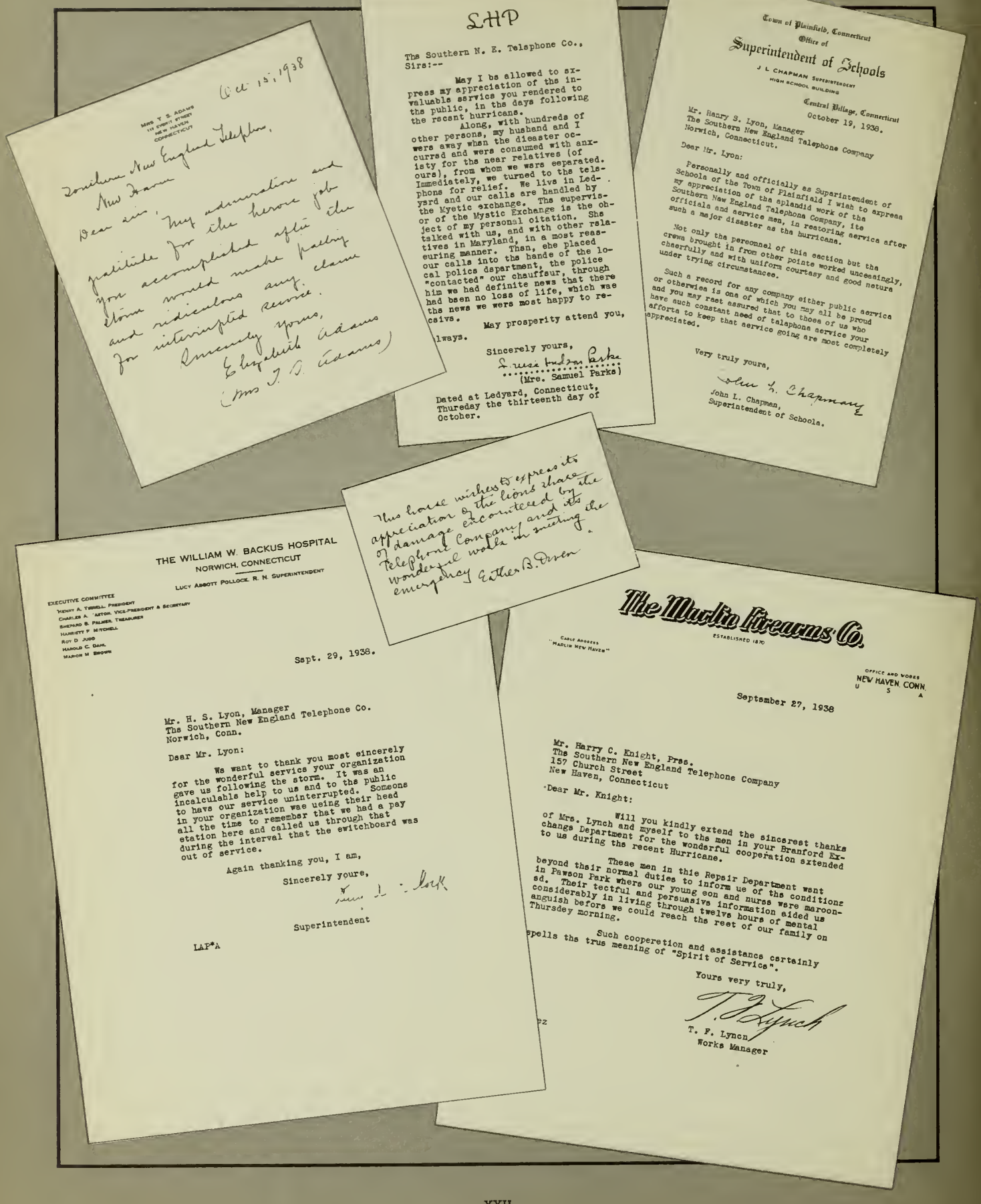
In spite of almost paralyzing destruction to your wires and equipment, you have yet been able to restore to this community a sufficient measure of service to take care of our needs, and in spite of occasional compleints, which of course we all expect, the general feeling has been of gratitude to you for the splendid manner in which you have met the challenge.

Yours very truly.

ADG-L

Alfred D. Gordon
First Selectman





Mrs T. S. Adams
115 Everit Street
New Haven
Connecticut

Oct 15, 1938

Southern New England Telephone
New Haven

Dear sirs, My admiration and gratitude for the heroic job you accomplished after the storm would make paling and ridiculous any claim for uninterrupted service.

Sincerely yours,
Elizabeth Adams
(Mrs T. S. Adams)

LHP

The Southern N. E. Telephone Co.,
Sirs:--

May I be allowed to express my appreciation of the invaluable services you rendered to the public, in the days following the recent hurricans.

Along, with hundreds of other persons, my husband and I were away when the dieaster occurred and were consumed with anxiety for the near relatives (of ours), from whom we were seperated. Immediately, we turned to the telephons for relief. We live in Ledyard and our calls are handled hy the Mystic exchange. The supervisor of the Mystic Exchange is the object of my personal oitation. She talked with us, and with other relatives in Maryland, in a most reassuring manner. Then, she placed our calls into the hands of the local police department, the police "contacted" our chauffeur, through him we had definite news that there had been no loss of life, which was the news we were most happy to receive.

May prosperity attend you, always.

Sincerely yours,
Louise Hudson Parke
(Mrs. Samuel Parks)

Dated at Ledyard, Connecticut,
Thureday the thirteenth day of
October.

Town of Plainfield, Connecticut
Office of
Superintendent of Schools
J L CHAPMAN SUPERINTENDENT
HIGH SCHOOL BUILDING

Central Village, Connecticut
October 19, 1938.

Mr. Harry S. Lyon, Manager
The Southern New England Telephone Company
Norwich, Connecticut.

Dear Mr. Lyon:

Personally and officially as Superintendent of Schools of the Town of Plainfield I wish to express my appreciation of the splendid work of the Southern New England Telephone Company, its officials and service men, in restoring service after such a major disaster as the hurricane.

Not only the personnel of this section but the crews brought in from other points worked unceasingly, cheerfully and with uniform courtesy and good nature under trying circumstances.

Such a record for any company either public service or otherwise is one of which you may all be proud and you may rest assured that to those of us who have such constant need of telephone service your efforts to keep that service going are most completely appreciated.

Very truly yours,
John L. Chapman
John L. Chapman,
Superintendent of Schools.

This house wishes to express its appreciation of the lions share of damage encountered by Telephone Company and its wonderful walk in meeting the emergency. Esther B. Dyer

THE WILLIAM W. BACKUS HOSPITAL
NORWICH, CONNECTICUT

LUCY ABBOTT POLLOCK R. N. SUPERINTENDENT

EXECUTIVE COMMITTEE
HENRY A. TERRELL, PRESIDENT
CHARLES A. ARTON, VICE-PRESIDENT & SECRETARY
SHEPARD B. PALMER, TREASURER
HARRIETT F. MITCHELL
ROY D. JUDD
HAROLD C. GANE,
MARION M. BROWN

Sept. 29, 1938.

Mr. H. S. Lyon, Manager
The Southern New England Telephone Co.
Norwich, Conn.

Dear Mr. Lyon:

We want to thank you most sincerely for the wonderful service your organization gave us following the storm. It was an incalculable help to us and to the public to have our service uninterrupted. Someone in your organization was using their head all the time to remember that we had a pay station here and called us through that during the interval that the switchboard was out of service.

Again thanking you, I am,

Sincerely youre,
L. A. Clark
Superintendent

LAP*A

The Marlin Firearms Co.
ESTABLISHED 1870

CABLE ADDRESS
"MARLIN NEW HAVEN"

OFFICE AND WORKS
NEW HAVEN, CONN.
U S A

September 27, 1938

Mr. Harry C. Knight, Pres.
The Southern New England Telephone Company
157 Church Street
New Haven, Connecticut

Dear Mr. Knight:

Will you kindly extend the sincerest thanks of Mrs. Lynch and myself to the men in your Branford Exchange Department for the wonderful cooperation extended to us during the recent Hurricane.

These men in thie Repair Department went beyond their normal duties to inform us of the conditions in Pawson Park where our young son and nurse were marooned. Their tectful and persuasive information aided us considerably in living through twelve hours of mental anguish before we could reach the reet of our family on Thursdey morning.

Such cooperetion and assistance certainly spells the trus meaning of "Spirit of Service".

Yours very truly,
T. F. Lynch
T. F. Lynch,
Works Manager

pz

NEWSPAPER ADVERTISEMENTS

To The People of Connecticut

Hurricane and flood damage to both local and long distance telephone lines is the most severe and widespread in the history of the Company. Fallen trees have crashed down upon aerial cables, wires and poles at hundreds of points. Not even underground cables have been spared from the ravages of flood and bridge destruction. As the result local service throughout Connecticut has been interrupted at more than 60,000 telephones and trunk line service between exchanges has been greatly impaired.

The process of service restoration will be retarded not merely by the magnitude of the disaster but even more by its character. Men and materials are not lacking, but the problem involved is widespread and of infinite detail. The clearing of wreckage and the replacement of hundreds of poles constitute only a small part of it. The stringing of a pair of new wires restores service to a single subscriber or at the most to a few; the long and intricate task of splicing a cable cares for only a few hundred. Thus some thirty thousand circuits must have individual attention before the service is again normal.

The Company has 158 construction and cable splicing crews engaged in the repair work, in addition to more than 1,000 men similarly at work on those cases where the restoration can be accomplished by a single individual. Overtime and night schedules will remain in effect throughout the duration of the emergency. In short, every resource has been enlisted to do the job as speedily as possible. Similarly, every effort is made to handle, in so far as crippled facilities permit, an unprecedented volume of calls. All of our 4,500 men and women are at work to accomplish these ends. Yet at best there will be considerable delay in many cases, and we shall deeply appreciate your understanding patience with the difficulties of the situation.

H. C. KNIGHT, President

The Southern New England Telephone Company

This advertisement ran on Friday, September 23, in all Daily Newspapers of Connecticut.

A SECOND REPORT

to the telephone users of CONNECTICUT

Since we reported to you in the newspapers last Friday, it has become apparent that obstacles delaying the complete restoration of telephone service have been even greater and more numerous than we then anticipated. In some places, for example, we have had to wait for flood waters to recede before starting reconstruction of telephone lines. Elsewhere, although trees have been rapidly cleared from the center of the highway, their complete removal has been necessary before the work of replacing broken poles could begin. In the many country districts, construction and supply trucks have been impeded, and in some instances blocked entirely, by trees and road washouts.

As these conditions are being overcome, repair work is proceeding at a faster rate. Our own regular forces have been supplemented by 33 telephone line crews, complete with trucks, tools and equipment, by 53 cable splicing crews, and by approximately 250 installers and repairmen, all from other telephone companies in New York, New Jersey, Pennsylvania, Delaware, Virginia, Ohio, and the District of Columbia. Men who left their homes at six o'clock last Thursday morning are now working side by side with our own people throughout the state. More are available if and when they can be used effectively. They will help us, by day and by night, in the tremendous job of erecting at least 2,500 new poles—stringing millions of feet of wire—splicing thousands of wires in cables and tracing and connecting each wire to the proper central office equipment and to the proper telephone at the other end of the line.

Your wish and ours is for the earliest possible completion of this job. Engaged directly in it are altogether 241 completely equipped crews and 1,124 installers, repairmen, equipment maintenance men, engineers, etc., on individual jobs—a grand total of 2,017 men. Progress during the last twenty-four hours has been encouraging. We shall report further to you within a few days. In the meantime we acknowledge with grateful appreciation your patience and co-operation.

H. C. KNIGHT, President,
The Southern New England Telephone Co.

Advertisement which appeared on Monday, September 26, in all Daily and Weekly Newspapers of Connecticut.

YOUR TELEPHONE SERVICE
and
YOUR TELEPHONE BILL

Telephone service is now approaching a normal basis in the western part of the state. In the central and particularly the eastern areas, however, the problem we have outlined in previous statements is so vast that the doubled and tripled repair forces will continue on emergency schedules for an indefinite period.

In the last week over 50,000 telephones have been restored to service; 38,000 are still to be connected. It is impossible to predict when the job will be completed because the clearance of wreckage is introducing many new service troubles daily. We have previously spoken of the complex work involved in splicing the ends of hundreds of wires in a single telephone cable. As impressive evidence of the volume of this work, it may be stated that cable breaks requiring more than 3,000 splices have been found at various locations.

Adjustment of Bills

To avoid complication in the work of accounting forces at a time of many special problems in all departments, we are mailing all bills under our normal routine. If, however, you have no telephone connection at the time when you receive your bill, please disregard it until your service has been restored.

Because of the tremendous extent of the disaster, we are without knowledge as to how long certain individual telephones may have been out of service. We are ready and willing, however, to make whatever allowances seem appropriate. Therefore, if you will tell us how long you were unable to use your telephone, we shall be glad to adjust your bill accordingly.

Cooperation

From the many sources upon which we must depend for accomplishment we have received outstanding cooperation. To public authorities and their employees, especially for the clearance of highways; to railroads for the speedy transportation of carload after carload of poles, materials and supplies; to electric companies for the restoration of power at the earliest possible hour; to contractors for the furnishing of motor vehicle and other equipment; to suppliers for all sorts of commodities; and, most of all, to the telephone using public, patiently regardful of the difficulties preventing prompt restoration of service—to all these we make our sincere acknowledgment of appreciation.

The Men on the Job

The standardization of Bell System methods and practices permits our greatly augmented force to go forward without confusion either on the job or in administrative procedure. Similarly, behind the scenes, the Western Electric Company, with its country-wide resources, is seeing to it that progress shall not be retarded by lack of supplies. Thousands, not only here but elsewhere, are involved in the functioning of this great team. One and all, they are actuated by a single motive—to do their part and do it well. We want to take this way, among others, of telling them how deeply we appreciate their wholehearted devotion.

H. C. KNIGHT, President,
The Southern New England Telephone Co.

The above advertisement ran on Friday, September 30, in all Daily Papers and in the Weekly Publications in areas where telephone service had not yet been fully restored.

Your Neighbor's Telephone Service . . . And Your Own

Some of our subscribers have asked how it happens that their neighbor's telephone is working while their own has not yet been restored to service.

One explanation is that a single telephone cable serving a neighborhood contains many pairs of wires, and if the cable has been bruised or partially cut some wires may be out of order while others continue to work. Or your neighborhood may be served by two cables one of which was affected by the hurricane while the other was not.

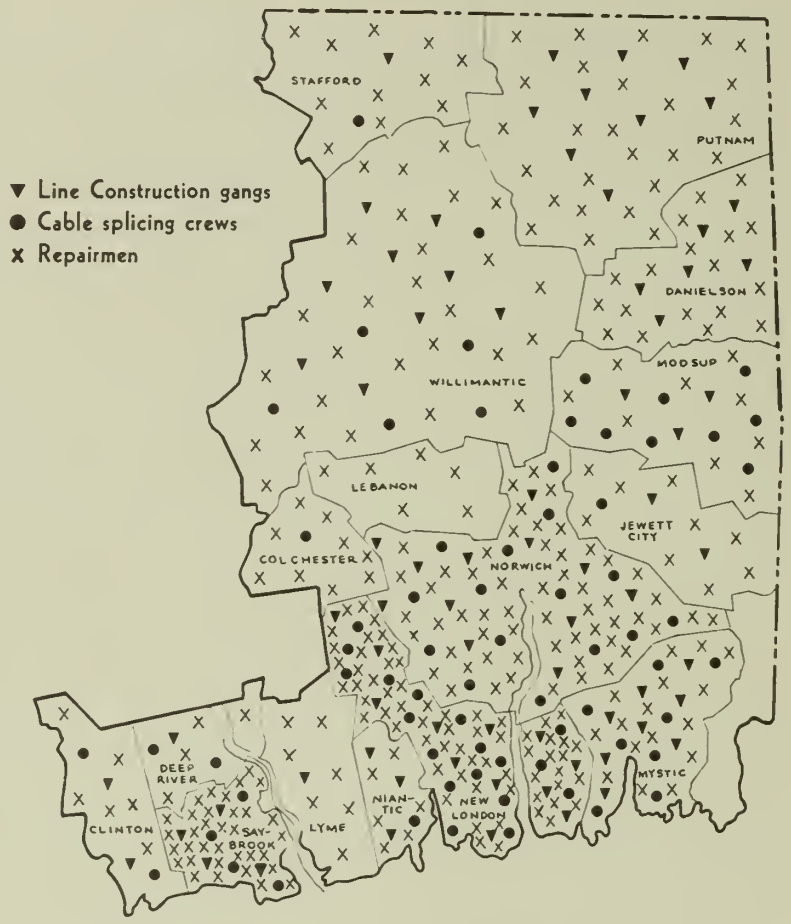
In certain less thickly settled districts, where the separate wires are run on cross-arms, falling trees or limbs may have broken your line and missed your neighbor's line. Again, the service loop from the pole to your house may be broken while your neighbor's is not.

In every case, of course, telephone wires must be repaired one by one. We are bending every effort to put them ALL in working order as quickly as possible — yours as well as your neighbor's.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

This advertisement ran on Saturday, October 1, in Daily Papers in the damaged areas.

BIG TELEPHONE FORCE REPAIRS STORM DAMAGE



The above map indicates how greatly increased telephone repair forces are working to restore telephone service in the area shown. These men are working from dawn to dark, seven days a week, and will continue to do so until all telephones are reconnected.

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

Sectionalized charts like that in the above advertisement were published on Tuesday, October 4, in Daily Papers of those areas in which service had not yet been restored.

"So Long -- and Thanks!"

You telephone people — 764 of you — have come all the way from New York, New Jersey, Pennsylvania, Delaware, District of Columbia, Virginia and even Ohio to give us a hand. Summoned from your homes at the first news of the hurricane, you drove hundreds of miles – then took your places beside us to repair the havoc of the storm. You worked long hours with never a complaint. You knew what was to be done – and helped to do it. To all of you our hats are off. You have lived up to the "Spirit of Service" in the finest way.

Some of you are going home now. Before you leave, forty-five hundred Connecticut telephone people say, "So long — and thanks!"

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

Advertisement which was published in all Daily Papers of Connecticut on Friday, October 14, when the out-of-state men started to go home.

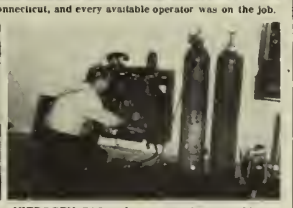
BILL
INSERTS

ON THEIR WAY into the picture below.

"PATCHING" circuits to get calls through.

DOUBLED AND TREBLED were telephone calls in Connecticut, and every available operator was on the job.

STURDY BULKHEADS, built after the flood of 1936, keep 1938's high water out of our Hartford building.



NITROGEN GAS, under pressure, keeps trouble-making floodwater out of underground cables.

Special Hurricane Announcement

Telephone News

VOL. XIII No. 1 OCTOBER, 1938

To Our Customers

IF you are now without telephone connection, please disregard the enclosed bill until your service has been restored. All bills are being mailed under our normal routine, in order that the work of accounting forces may not be unduly complicated at a time when employees face so many special problems.

Because of the tremendous extent of the disaster, we are without accurate knowledge as to how long individual telephones may have been out of service. We are ready and willing, however, to make whatever allowances seem appropriate. Therefore, if you will tell us how long you were without the use of your telephone, we shall be glad to adjust your bill accordingly.

PICTURES in the following pages tell a small part of the story of the rebuilding of telephone facilities. Especially they illustrate some of the problems peculiar to the telephone business and certain extraordinary steps which have been taken to speed restoration of service to 73,000 telephones. Wreckage had first to be completely cleared from the lines. In sequence follow the replacement of poles, the stringing of new wires and cables, the splicing of the ends of wire in each cable, and finally, the tracing of each wire to the proper telephone and the proper central office equipment.

We have been trying to do this job with all possible speed. For the continued co-operation of our customers and friends, and of all public authorities, we are deeply grateful.

H. C. KNIGHT, *President*
The Southern New England Telephone Company

(1) CLEARANCE of wreckage had to come first.

(2) WASHOUTS blocked repair and supply trucks.

(3) SUPPLIES—rushed by plane, truck and train.

(4) POLES pulled upright, 2,500 new ones set.

(5) HOISTING cables and wire—millions of feet.

(6) EACH WIRE must be carefully spliced.

(7) TESTMEN must check every line.

(8) THEN your telephone can be reconnected.

MEN, TRUCKS, tools and equipment have come from New York, New Jersey, Pennsylvania, Delaware, Virginia, Ohio and the District of Columbia—to help restore Connecticut's telephone service.

Insert which was sent out with customers' bills after September 29. No bills were sent out after the hurricane until this was prepared.

construction, and you have to have the drawings first.

Well, when the Virginia boy said that, I thought to myself, "Here I am, born and raised in Connecticut, and here's fellows from New York and Pennsylvania and Virginia and Ohio and New Jersey and Delaware workin' here along with us, and we all speak the same language right down to the blueprints — because we're all Bell System men." Believe me, having one standard way of doing things sure was a help.

So how does it all add up? The way I figure it, about like this:

WE + YOU = JOB WELL DONE

WE never could have done our job without the help of other folks—and I mean individuals and organizations both—and we just can't thank them enough.

We always thought we had a pretty good set-up in our own organization, and we're tickled pink to see how it met the biggest test old Mother Nature ever gave us.

And now the emergency's licked, I've got an idea that maybe we can do the every-day job just a little better than we ever did before. Anyway, there's no harm trying!

EDITOR'S NOTE: Of course this isn't just one man speaking. Rather we have tried, in this way, to express what all of us feel.

Telephone News

VOL. XIII No 2 OCTOBER, 1938

LOOKING BACK from up here

LOOKING back on that hurricane, I've been thinking things over a bit. You're right — I'm a telephone trouble shooter, and for pretty near a month after the big wind blew there was *some* trouble to shoot! I want to tell you I learned a few things, too, even though I've been hiking up and down poles these twenty years.

What did I learn? Well now, first of all I got to know a whole lot of people better than I ever did before. Seems to me that everywhere I went people were about as nice and thoughtful as they could be, even though some of them hadn't had their telephones

working for a week or two or even longer, and they'd had to put up with plenty inconvenience on that account. I'm not forgetting either that a lot of folks had ever so much more to worry about than not having a telephone—maybe a car smashed by a tree, or a roof busted in, or Long Island Sound in their kitchen or even worse.

Especially when you think of that, I'd say we got about the finest co-operation anybody could ask.

FOR instance, I'm thinking about the lady who came out of her house one day with a home-made chocolate cake for our gang—and her telephone not fixed yet either.

And the man who lugged food through the wreckage the night of the storm, over to our office, because, he said, he knew what a swell job the girls were doing at the switchboard and he was bound he'd make sure they didn't go hungry.

And the family that gave their best spare room to a telephone man from out of the state so he'd have a nice place to sleep.

And the dentist who wouldn't take a cent for fixing a tooth for one of the boys from Ohio—he said if men were coming all the way from Ohio to help, he guessed *he* could do his bit, too.

I'm not trying to tell all the stories. I couldn't tell a thousandth part of 'em. I'm just trying to give you the idea. Naturally a fellow says "Thanks a million" for things like that—but it doesn't stop there, does it? I mean, when you know the world's with you, you just want to go out

and give the job a shade more than you thought you had.

Don't get me wrong, I'm not talking just about myself. What I mean is—well, for example, part of the time our gang and five other gangs were working for a supervisor none of us had ever worked with before. He was biting off the biggest assignment he'd ever had in his life, I guess, and he knew he had to make up his own mind about things without going higher up for an okay, because *his* boss was up to his neck somewhere else. So what? So we all did better than we knew how, see? And that sort of thing went right through the whole organization. Naturally it did. It had to.

HERE'S another thing that hit me right between the eyes. Some boys from Virginia were on a job with us one day, and we were all studying the working plans of a new line that the engineers had drawn up the night before. One of the Virginia boys takes a look and remarks, "Dawgone if even this heah drawing isn't made up in exactly the same way as ours down home—tells me to do just what ah'm used to doing in the way ah'm used to doing it."

I guess maybe some people don't realize that when a telephone pole line is wrecked, before you can put up a new line the engineers have got to design it first. That is, they've got to figure the stresses and strains, and whether a pole will need a guy wire to keep it safe, and how heavy the anchor for the guy wire should be, and so on. You don't just make the old line all over again. You put up a new one that's better, using new materials and new ways of

This insert was issued with customers' bills in December.

LETTER SENT
TO STOCKHOLDERS

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY

227 CHURCH STREET

NEW HAVEN, CONNECTICUT

December 22, 1938.

TO STOCKHOLDERS:

Since the extraordinary costs resulting from the recent hurricane raise a somewhat perplexing question as to consistent action upon the dividend for the current quarter, we feel that you would be interested in a brief statement of the essential facts and our reasoning upon them.

It now appears that our original estimate of $2,000,000 will be in close accord with the actual measure of total hurricane damage. The cost of destroyed plant will approximate $1,100,000 and the cost of repairs and other items necessarily chargeable to current expenses will be about $900,000.

Through monthly charges out of earnings the Company maintains a depreciation reserve, now standing in round figures at $21,000,000, to cover the retirement of plant from any and all causes, including casualties. In accordance with the Uniform System of Accounts for Telephone Companies prescribed by the Federal Communications Commission, the cost of plant destroyed by the hurricane will be charged against this reserve and the plant built in replacement will be charged to capital. Thus the integrity of capital accounts will be preserved without draft upon either surplus or income.

Also in accordance with the Uniform System of Accounts, the current expense portion is necessarily a charge against current earnings. It must be met either through a draft upon surplus or through a temporary reduction in the dividend rate or through a combination of the two.

For each of the first three quarters of the year a dividend of $2 per share was declared. It is now indicated that if similar action were taken for the fourth quarter the draft upon surplus for 1938 would be about $700,000. This would amount to about twenty per cent of the Company's accumulated surplus at the end of 1937 and, while we recognize the propriety of drawing on surplus for dividend purposes, we do not feel that so large an appropriation is justified at this time. We are the more inclined to this view for the reason that, while by far the larger part of rehabilitation will be completed before the close of this year, there will be certain remaining costs unavoidably applicable to 1939.

Under these circumstances we have today declared a dividend of $1 per share payable January 15 to stockholders of record December 30. This makes the total dividend for the year $7 per share and utilizes surplus to the estimated amount of $300,000. We do not expect that quarterly dividends will be continued at this low rate. The hurricane was a disaster of unprecedented proportions. In facing its cost effects we have sought a conclusion which would not be imprudent on the one hand or unduly conservative on the other. We hope that it will meet your approval.

For the Board of Directors,

H. C. KNIGHT,
President.

REPRESENTATIVE EDITORIALS WHICH WERE PUBLISHED IN CONNECTICUT NEWSPAPERS

Bridgeport Post

September 24, 1938

We Can be Patient

It's going to be a hardship, of course, for some thousands of subscribers in this area to do without electric light and power and telephone service for a matter of two three or four days or even a week or more before the damaged wires are repaired and the last connections made. It takes a good deal of patience to forego a service to which one is accustomed and on which one relies.

A good many households these days are geared up to electric appliances, what with mechanical refrigerators, mechanical furnaces, radios, and household gadgets of every description, not to mention the basic and elementary necessity of light with which central station service first wormed its way into our modern households.

It's going to be hard to do without these things, but it would be a great deal harder to do without the houses themselves, or without some beloved member of the family, or without the loss of one's business or one's shore cottage or one's boat. When we think what other communities have suffered, what devastation, what permanent loss, what irreparable injury, a temporary cessation of electric lights or telephone service does seem a rather minor burden.

And that is the way most persons are taking it. They realize without argument and without scolding or without vexatious inquiries at the utility companies that those in charge are just as anxious to get power and service started as the subscribers are to receive it. A utility company that isn't selling its service and getting paid for it, isn't making any money.

For the crews of linemen who are out working night and day repairing the most devastating wreckage in the history of the utilities' business in this area, we ought to have both appreciation and sympathy. We know they're giving the best that is in them, we know they're having a hard time and we're not going to make it easier by plaguing them with fretful questions as to when they'll get to our house.

Waterbury Republican

September 28, 1938

Repairing Storm Damages

COURAGEOUSLY and energetically the people of New England have been at the task of repairing the wreckage left by the ravages of the terrific storm that fell upon them one week ago today. WPA Administrator Hopkins, six days after wind and waves had done their devastating work, announced that government red tape was to be cut and WPA funds made available to aid the distressed areas. This is not any too rapid a cutting of red tape, but it is nevertheless a welcome bit of news. If the work is really pushed with all red tape thrown aside, the towns and cities that have been struggling in trouble will be thankful, although they are putting forth the usual self-helping New England efforts on their own behalf.

Our public utilities in Connecticut, the Southern New England Telephone Co. and the Connecticut Light and Power Co., particularly, have shown the stuff they are made of in service to the people. Their repair crews have worked day and night, with sleep snatched briefly where they might get it, to put power lines and lines of communication back into service. The telegraph companies and the New Haven railroad company have done likewise. In places where there has been criticism of integrated relationship between the Connecticut telephone company and the American Telephone and Telegraph Co., there should be a noting of how the repair crews in this state were augmented by repair crews brought in from outside New England. So also with the materials so urgently needed to do the work, shipped speedily from points far distant.

This work is not yet done nor will it be completed for many days to come, but it is something to note that the responsible companies are on the job one hundred per cent and have been from the time this storm struck Connecticut. If they had been government owned, the likelihood is that we should only just now be at the point of hearing about a purpose to cut red tape in favor of getting down to the job of repairing the service.

New Haven Register

September 28, 1938

SOMETHING TO BREAK UP.

In a regional dispatch from Boston on post-hurricane conditions one paragraph reads as follows: "The relief task was hampered by failing telephone communication. The New England Telephone and Telegraph Company, which at one time lost a quarter of all its phones, reported 44 communities still were cut off and 185,000 telephones were out of order. Two thousand linemen were on hand from as far away as Virginia."

That is easy to believe from the number of fleets of out-of-state telephone repair trucks that have been seen eastward bound along the highways in the past few days. A good many persons have stopped to watch the passage, under motorcycle police escort, of New Jersey Bell System and Virginia caravans loaded about to the wheels with coils of wire and other repair supplies, in a hurry to get into action in the stricken areas.

The effort is plain. So is the blessing of standardized operations, of far-flung co-operating organizations, developed efficiency whose fingers can reach far out beyond local areas and state lines for trucks, materials and men which and who can be spared in the gigantic campaign to get essential communication restored at the earliest possible moment. And in the light of it, it seems not only strange but foolish that so much time and money should be spent as have been spent in the drive to "get something" on the system of communication as a whole, something which might serve as a plausible pretext for "breaking it up," for splitting it where there was any possibility of splitting it into fine, separate pieces and for installing or superimposing federal political management of finances, operations, personnel and all else.

It is reminiscent of the federal political drive against the electric power systems as a whole, utilizing every known means of impeding their orderly development, and culminating, after years of it, in official proclamations that they are not in shape to cope with a national emergency such as war.

Stafford Press

September 29, 1938

Speaking of miracles, as we were in the first paragraph of this column, linemen working for the Southern New England Telephone Company and the Connecticut Light & Power Company, must be credited with thousands of same. Service of both utilities was restored with incredible speed, considering the conditions—tangled wires buried under trees, ruined transformers, broken poles, all the apparently inextricable difficulties that follow such devastation as the town knew Tuesday and Wednesday. Not that either service is back to normal, or anywhere near it. But progress is being made by leaps and bounds. Electric currents have been carried over, under and through, forced to sit up and say uncle, by the unceasing efforts of a group of determined men— the boys who wear climbers and get red faces from constant exposure to the weather. Power, real power, for lights, machinery and the like, came in from the C. L. & P. Sunday afternoon. Telephone service spread like wildfire Monday. And that restoration was accomplished in spite of rumors that weeks might be required for the work. Some one said, "bringing those wires in was like threading a needle in a dark room."

Operators at the local central office of the Southern New England Telephone Company certainly earned platinum-plated headsets for their coolness and efficiency under fire. Every one lived up to the fine traditions of the telephone operating service, which has such a splendid record of keeping the lines open in emergencies. With the load, tripled, quadrupled, quintupled (we don't know the adjectives from there on) handicapped by poor power facilities, harried by impatient telephoners, the staff kept their heads—and dispositions. We had considerable telephoning to do, mostly long distance, and not once did we detect a note of strain or incipient hysteria in an operator's voice. Nice going, girls!

Hartford Times

September 27, 1938

One Phase of Monopoly

Two things, possibly among many, are noteworthy as telephone construction workers from as far away as Delaware and Virginia reach Connecticut to help repair the floor and hurricane damage.

That it was necessary to summon aid from so far away affords one measure of the extent of the destruction. Few people need to be told that the telephone plant was hard hit. That is evident on every side —in city streets and on the State highways. Practically every tree that came down brought wires with it, either serving a single building or a whole community.

The wonder is not that it was so difficult to communicate between cities, or that so many homes and business places were without telephone service, rather, the degree to which that fate was escaped.

Also, the aid from afar illustrates an advantage of having a single, nation-wide telephone system. There are other advantages, of course. Rival companies in a town or in a state would, certainly, be a nuisance. Existence of the Bell System throughout the country serves the convenience of telephone users generally. The present incident illustrates what unification means in time of disaster.

The outside companies, if completely independent, might come to aid, but not as quickly, probably, and hardly with such team work once here.

The American Telephone and Telegraph Company has been under investigation as a monopoly. There is some disposition to attack it. It would be silly to suppose that all its actions have been beyond criticism or that there may not be some things which need correction

Sensible people will not believe it is necessary to destroy the system as an entity to provide correction or that there is occasion to paint the company as a public enemy.

Certainly the ease with which effective aid is made available to a state stricken as Connecticut, illustrates at least one advantage of a nation-wide system.

Hartford Courant: September 28, 1938

Restoring Utility Services

The various public utilities—railroads, buses, electric light and power companies, telephone and telegraph companies, gas light companies and, we may properly include, the newspapers—are deserving of unstinted credit for trying to restore as rapidly as possible the full measure of their services. The task has been and it still is prodigious. It will yet be some time before it is completed and normal conditions prevail. The public on the whole has been most reasonable in its attitude, knowing full well that every utility, upon the smooth operation of which so much of our present day comfort and convenience depends, is doing all that it humanly can to overcome the destruction caused by hurricane and flood.

How extensive has been the damage and how burdensome the work of repairing it may be illustrated by some figures obtained from the Southern New England Telephone Company. The company estimates that 2500 of its poles throughout Connecticut have been snapped off, which does not include the many poles that were used jointly with other utility companies. Just how many wires and cables were broken by falling trees it does not pretend to know. It does know, however, that more than 73,000 stations were put out of service by the great gale and its after-effects. The actual damage at central offices appears to have been relatively minor.

In the work of clearing the wreckage from wires and cables, the replacement of poles, the stringing of new main lines and the restoration of lead-in wires to the premises of subscribers is now utilizing the services of more than two thousand men. The regular forces of the company have been supplemented by line crews, cable-splicing crews and general repairmen from telephone companies in New York, Pennsylvania, Delaware, Virginia, Ohio and the District of Columbia. Materials and methods are so standardized throughout the Bell System that their use is, of course, thoroughly familiar to the men that have been brought in from the outside. Thus far 280,000 feet of cable have been shipped into the State for replacement purposes and 50,000 cable splicing sleeves were sent from Cleveland to the Newark airport by plane and thence brought to all parts of the State by automobile.

When it is considered that it will be necessary to make from 3000 to 3500 cable splices, on which only two men can work at a time, and that it requires from four to ten hours to complete a splice, it is readily seen that telephone service is nothing that can be restored over night. In some cases it may be a matter of days only and in others of weeks. The public has no other recourse but to be as patient as possible, which presumably it will be with the knowledge it is gaining of the exact situation.

The importance in a time like this of our utilities having a surplus to fall back on cannot be over-emphasized. Such a calamity as has just befallen is a great drain upon their resources, and unhappily the railroads are already in the red. Those who are continually baiting the utilities, who charge them with exacting exorbitant rates and exploiting the public, ought to learn from this present experience that all is not velvet for these public services. Furthermore, we may count ourselves fortunate that they are, for the most part, in private hands. One can contemplate what the situation would be if we had to wait for government with all its politics and red tape, before the facilities we customarily enjoy are fully restored.

Bridgeport Times-Star: October 1, 1938

MEN OF HEROIC MOULD

To no one has last week's unprecedented windstorm brought more difficult work than to the linemen of the telephone and the electric power companies. They were out before the wind stopped blowing. And they still are at it, tracing, splicing, digging post holes, stringing vital wires, restoring service. There is no rest for them yet.

The hurricane was, for them, the greatest disaster in their history. More lines were down, more damage was done, over a wider area, than ever before. Nearly everybody was inconvenienced by loss of communication and power and nearly everybody, being human, was impatient to have these services restored. That was the task confronting the linemen. They have applied themselves to it with skill and energy which command the respectful thanks of us all.

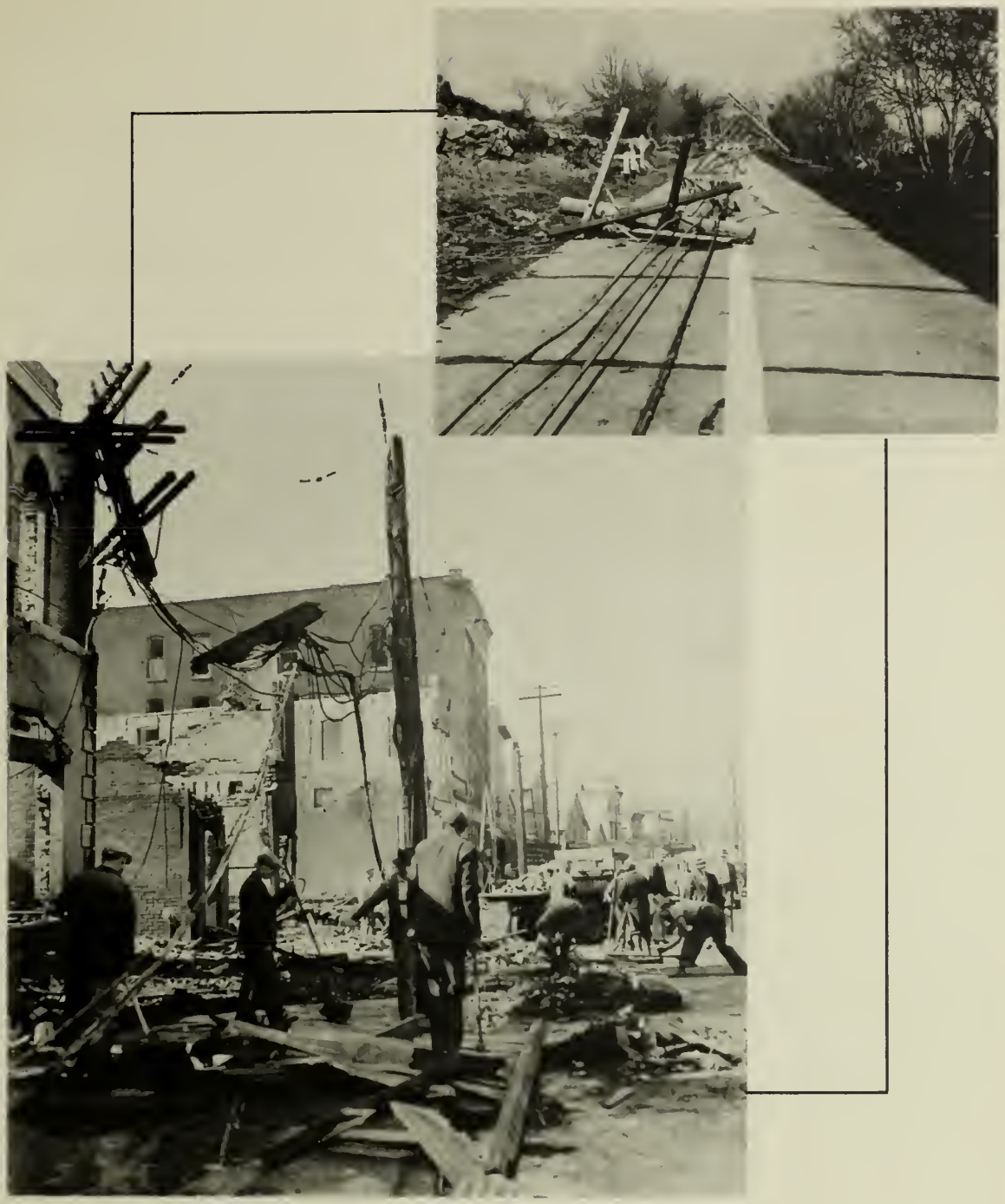
Theirs is a task of enormous size and of amazing difficulty. The cobweb of wires by which we live in this age of power and of communication is complicated beyond the understanding of laymen. No emergency crews could be marshaled to untangle the fallen web. That was work for experts only.

Even under this staggering strain, the companies have kept faith with their customers. The telephone company has announced that, though it can not know for how long any particular telephone has been out of service, it will make allowances for interrupted use in rendering its bills. It puts it up to every telephone subscriber to make his own deductions. No finer testimony of the company's regard for its responsibility could be desired than this. We trust and we are sure that every subscriber will feel equally responsible and that the company will be rewarded by considerations equally as honorable on the part of every subscriber.

SELECTED PHOTOGRAPHS

View at East Hampton during the height of the hurricane from the telephone office, showing flood waters rushing down the street.

Operators on the Middletown switchboard working by the light of lanterns on September 21 — the night of the hurricane.



Top view shows toll lines on the Post Road between Mystic and New London which, though blown over by the blast, continued to operate partially as traffic plied over them. The lower scene indicates how fire in New London, raging through several city blocks, added to the havoc already wrought by torrential rain and wind.

The morning of September 22 at Milford as wrecking crews began the task of removing trees from cable lines.

Prospect Avenue, Hartford, on September 22.

Scene along the shore of Ocean Beach, New London.

A shore colony at Hawk's Nest Beach, Lyme.

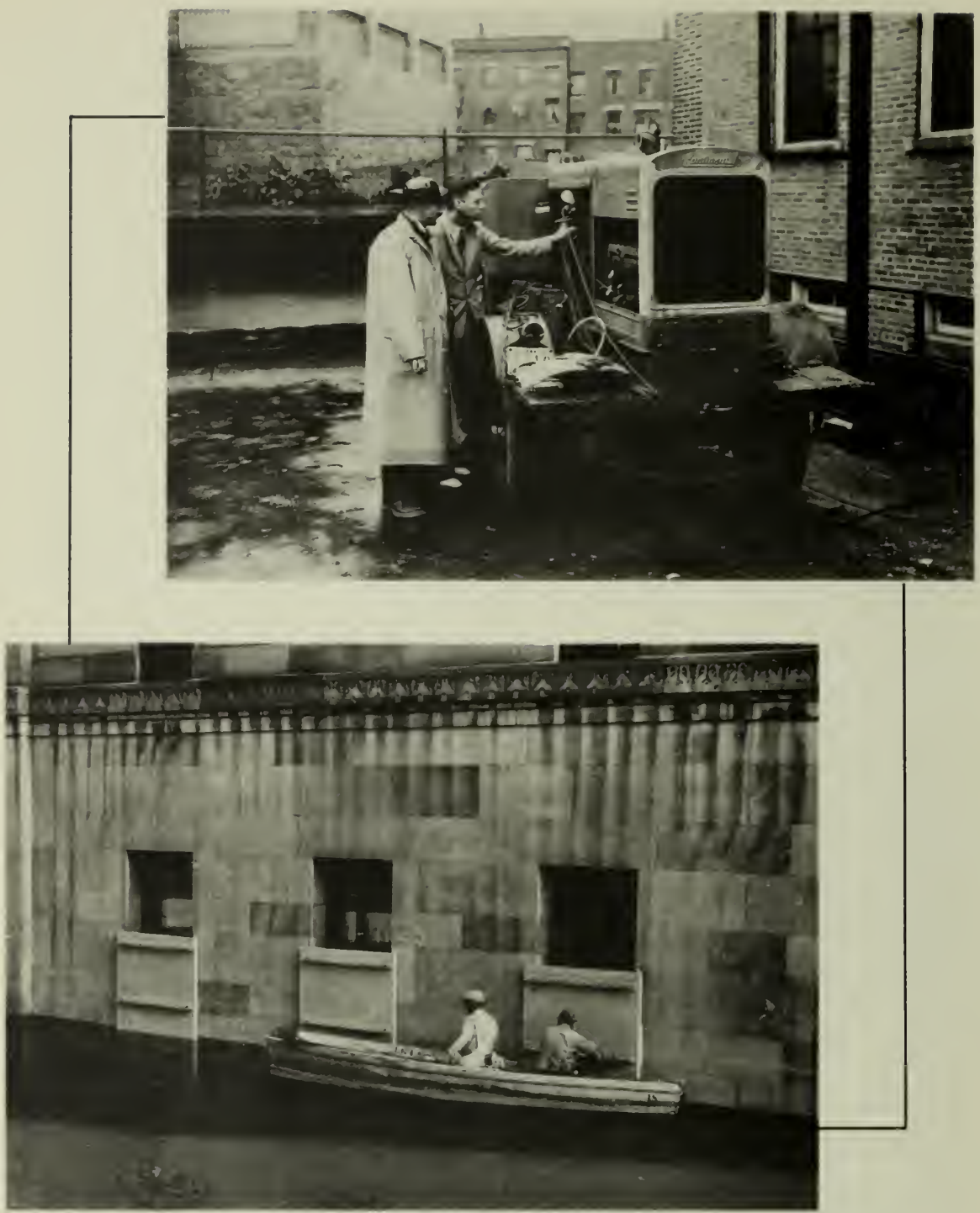
Many employees carried on despite damage to their homes. This is how the residence of the Moosup Chief Operator appeared after the storm.

When "The Bostonian" was engulfed at Stonington by the tidal wave, its passengers sought help via the overburdened Mystic switchboard.

At left, Long Lines men string twisted pairs at the Atwoodville break in the A. T. & T. Co. cable subway.

Above, a Long Lines splicer works in a newly-constructed manhole.

The A. T. & T. Co. subway was washed out at several points. A pole supports the cables at Chaplin while water is diverted through a culvert and new conduit is laid in concrete under a brook.



The welding machine in the top picture was rushed from Norwalk to New London under police escort in five hours on September 21.

Bulkheads built after the 1936 floods saved the Hartford Office in 1938. The lower picture is at flood crest — 35.1 feet.

At Plant Headquarters the maps at the left were changed daily to show the location of all Plant field forces.

Below: S. N. E. T. Co. and Long Lines engineers confer on the replacing of damaged open-wire lines with cable.

The Western Electric Distributing House at West Haven on September 23, showing cable being loaded on trucks.

A single day's order of 300,000 feet of temporary wire being unloaded at the Willimantic central office.

Temporary addition to the Norwich test desk being manned by Plant, Traffic and Commercial people.

Unloading poles at the Albany Avenue yard in Hartford.

The vanguard of 250 New Jersey Bell men cross the George Washington Bridge en route to New England.

Michigan men unloading their trucks at Hartford preliminary to driving overland to Massachusetts.

Early any morning around October 1, 1938, the scenes outside Company garages looked like these. The top view shows the yard at Hartford; the bottom, that at Norwich.

The scene at the left shows men untangling cable at Willimantic after trees have been removed and poles temporarily replaced.

At the right, in Niantic, a line gang moves a cable from the street to a place of safety on the sidewalk.

At Berlin, the emergency pay station shown at the right was made from old doors and other miscellaneous material.

President Knight, Vice-President Brooks and General Plant Manager Bradley, on an inspection tour, get first hand information from a splicing crew.


S566E